Express Mail Label No. EL172581585US Docket No.: en999116

NEW UTILITY PATENT APPLICATION TRANSMITTAL

(Large Entity)

(Only for new nonprovisional applications under 37 CFR 1.53(b)

Total Pages this Submission:3

TO THE ASSISTANT COMMISSIONER FOR PATENTS
Box Patent Application
Washington, D.C. 20231

Transmitted herewith for filing under 35 U.S.C. 111(a) and 37 C.F.R. 1.53(b) is a new utility patent application for an invention entitled:
SYSTEM AND METHOD FOR PROJECT PREPARING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

and invented by: Ray F. Barnard, Carl S. Baumann, Philip J. Cirulli, Kerin J. Flannery, Carl J. Lanuti, John I. Munson, Karl J. Ritch

If a CONTINUATION APPLICATION, *check the appropriate box and supply the requisite information:*

☐ Continuation ☐ Divisional ☐ Continuation-in-part(CIP) of prior application No.: _____

Enclosed are:

Application Elements

01. ☒ Filing fee as calculated and transmitted as described below

02. ☒ Specification having 77 pages and including the following:

a. ☒ Descriptive Title of the Invention

b. ☒ Cross References to Related Applications *(if applicable)*

c. ☐ Statement Regarding Federally-sponsored Research/Development *(if applicable)*

d. ☐ Reference to Microfiche Appendix *(if applicable)*

e. ☒ Background of the Invention

f. ☒ Brief Summary of the Invention

g. ☒ Brief Description of the Drawings *(if drawings filed)*

h. ☒ Detailed Description

i. ☒ Claim(s) as Classified Below

j. ☒ Abstract of the Disclosure

03. ☒ Drawing(s) when necessary as prescribed by 35 USC 113)

a. ☐ Formal

b. ☐ Informal

Number of sheets: 18

JC555 U.S. PTO 11/22/99
JC568 U.S. PTO 09/444254 11/22/99

Docket No.: en999116

NEW UTILITY PATENT APPLICATION TRANSMITTAL

(Large Entity)

(Only for new nonprovisional applications under 37 CFR 1.53(b)

Total Pages this Submission:3

Application Elements (Continued)

04. ☒ Oath or Declaration

a. ☒ Newly executed (original or copy) ☐ Not executed

b. ☐ Copy from a prior application (37 CFR 1.63(d)) *(for continuation/divisional application only)*

c. ☒ With Power of Attorney ☐ Without Power of Attorney

05. ☐ Incorporation By Reference *(usable if box 4b is checked)*

The entire disclosure of the prior application, from which a copy of the oath or declaration is supplied under Item 4b, is considered as being part of the disclosure of accompanying application and is hereby incorporated by reference therein.

06. ☐ Computer Program in Microfiche *(Appendix)*

07. ☐ Nucleotide and/or Amino Acid Sequence Submission *(if applicable, all must be included)*

a. ☐ Paper Copy

b. ☐ Computer Readable Copy *(identical to computer copy)*

c. ☐ Statement Verifying Identical Paper and Computer Readable Copy

Accompanying Application Parts

08. ☒ Assignment Papers *(cover sheet & document(s))*

09. ☐ 37 CFR 3.73(B) Statement *(when there is an assignee)*

10. ☐ English Translation Document *(if applicable)*

11. ☒ Information Disclosure Statement/PTO-1449 ☒ Copies of IDS citation

12. ☐ Preliminary Amendment

13. ☒ Acknowledgment postcard

14. ☒ Certificate of Mailing

☐ First Class ☒ Express Mail (Label No: EL172581585US)

15. ☐ Certified Copy of Priority Document(s) *(if foreign priority is claimed)*

Docket No.:EN999116

NEW UTILITY PATENT APPLICATION TRANSMITTAL

(Large Entity)

(Only for new nonprovisional applications under 37 CFR 1.53(b)

Total Pages this Submission:3

Accompanying Application Parts (Continued)

16. ☐ Additional Enclosures *(identify below)*

Fee Calculation and Transmittal

CLAIMS AS FILED

For	# Filed	# Allowed	# Extra	Rate	Fee
Total Claims	**15**	-20		x $18.00	$
Indep. Claims	5	- 3	2	x $78.00	$ 156.00
Multiple Dependent Claims ____					$
				BASIC FEE	$ 760.00
Other FEE *(Specify purpose)*					$
				TOTAL FILING FEE	$ 916.00

☐ A check in the amount of $ to cover the filing fee is enclosed.

☒ The Commissioner is hereby authorized to charge and credit IBM Corporation Deposit Account No. 09-0457 as described below. A duplicate copy of this sheet is enclosed.

☒ Charge the amount of $916.00 as filing fee.

☒ Credit any overpayment.

☒ Charge any additional filing fees as required under 37 C.F.R. 1.16 and 1.17.

☐ Charge the issue fee set in 37 C.F.R. 1.18 at the mailing of the Notice of Allowance, pursuant to 37 C.F.R. 1.311(b).

Dated: 15 Nov 1999

Shelley M Beckstrand
Signature

Shelley M Beckstrand
Reg. No. 24,886

314 Main Street
Owego, NY 13827-1616
Phone: (607) 687-9913

transmitnew.wpd

Docket No. EN999116

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

In re application of: R. F. Barnard, et al.
Serial No.: N/A Group No.: N/A
Filed: Herewith Examiner: N/A
For: SYSTEM AND METHOD FOR PROJECT PREPARING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

Assistant Commissioner For Patents
Washington, D.C. 20231

EXPRESS MAIL CERTIFICATE

"Express Mail" label number: EL172581585US

Date of Deposit: 11/22/99

I hereby certify that the following attached paper or fee

New Utility Patent Application Transmittal
Specification: 77 pages (including claims)
Declaration and Power of Attorney
Drawings (18 sheets)
Express Mail Certificate
Assignment
Recordation Form
IDS
Form 1449
Postcard

is being deposited with the United States Postal Service "Express Mail Post Office to Addressee" service under 37 CFR 1.10 on the date indicated above and is addressed to the Assistant Commissioner for Patents, Washington, D.C. 20231.

Georgia Y. Brundege
(Name of person mailing paper or fee)

Georgia Y. Brundege
(Signature of person mailing paper or fee)

NOTE: Each paper must have its own certificate and the *"Express Mail"* label number as a part thereof or attached thereto. When, as here, the certification is presented on a separate sheet, that sheet must (1) be signed and (2) fully identify and be securely attached to the paper or fee it accompanies. Identification should include the serial number and filing date of the application as well as the type of paper being filed, e.g., complete application, specification and drawings, responses to rejection or refusal, notice of appeal, etc. If the serial number of the application is not known, the identification should include at least the name of the inventor(s) and the title of the invention.

NOTE: The label number need not be placed on each page. It should, however, be placed on the first page of each separate document, such as, a new application, amendment, assignment, and transmittal letter for a fee, along with the certificate of mailing by *"Express Mail"*. Although the label number may be on checks, such a practice is not required. In order not to deface formal drawings, it is suggested that the label number be placed on the back of each formal drawing or the drawings be accompanied by a set of informal drawings on which the label number is placed.

APPLICATION

FOR

UNITED STATES LETTERS PATENT

APPLICANT NAME R. F. BARNARD, ET AL.

TITLE SYSTEM AND METHOD FOR PROJECT PREPARING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

DOCKET NO. EN999116

INTERNATIONAL BUSINESS MACHINES CORPORATION

CERTIFICATE OF MAILING UNDER 37 CFR 1.10

I hereby certify that, on the date shown below, this correspondence is being deposited with the United States Postal Service in an envelope addressed to the Assistant Commissioner for Patents, Washington, D.C., 20231 as "Express Mail Post Office to Addressee" on 11/22/99

Mailing Label No. EL172581585US

Name of person mailing paper: Georgia Y. Brundege

Georgia Y. Brundege 11/22/99

Signature Date

a:formal2.lwp

SYSTEM AND METHOD FOR PROJECT PREPARING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

Background of the Invention

Cross References to Related Applications

U.S. patent applications Serial Numbers 09/_____, entitled "System and Method for Assessing a Procurement and Accounts Payable System", 09/_____, entitled "System and Method for Project Designing and Developing a Procurement and Accounts Payable Process", 09/_____, entitled "System and Method for Deploying a Procurement and Accounts Payable Process", and 09/_____, entitled "System and Method for Ongoing Supporting a Procurement and Accounts Payable Process" filed concurrently herewith, assignee docket numbers EN999043, EN999117, EN999118, and EN999119, respectively, are assigned to the same assignee hereof and contain subject matter related, in certain respect, to the subject matter of the present application. The above-identified patent applications are incorporated herein by reference.

Technical Field of the Invention

This invention pertains to the implementation of a procurement and accounts payable system or application.

More particularly, it relates to a system and method for assessing, preparing, designing and developing, deploying, and supporting a general procurement and accounts payable system using electronic requisitions.

Background Art

A services company may be very good at implementing information technology (IT) solutions. However, as customer engagements increase, the ability of company to execute numerous engagements on time and within budget with quality becomes more difficult.

Today there exist many different software packages that perform project management and classes that teach methodologies for implementing solutions that involve information technology and services. However, there is no process that combines these activities along with an evaluation of a client's general procurement (GP) and accounts payable (AP) system, or application, into one package while providing detailed implementation instructions along with templates for completing the major deliverables required over the course of the project. Templates, may be used herein as an equivalent term for page, form, or document as used in connection with Lotus Notes. In Lotus Notes, a page is a database design element that displays information; a form, like a page, displays information and

also can be used to collect information; and documents are the elements that store information in the database. A user is presented a form including fields for entering information. When the user fills out the information and saves it, the information is saved in the data base as a document. When a user opens the document, the document uses the form as a template to provide the structure for displaying the data or information. Fields store data of various types, including text, dialog list, rich text, and so forth.

Scalability of engagements is a known problem, the most common solution to which is to increase the number of persons involved. Experience has shown that this increase results in customer dissatisfaction due to inadequate gathering of requirements, poorly trained implementation teams, missed schedules, increased costs, and lower quality.

It is characteristic of general procurement and accounts payable systems that no two are identical, and may differ even within wholly owned subsidiaries of a single corporation.

Consequently, there is a need in the art for a system and method for evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients. Further, there is a need for a system and method for

evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients which can be licensed to third party providers together with a system and method for monitoring and assuring the quality of services provided by those service providers.

There is a need in the art for an integrated system for assessing, preparing, designing and developing, deploying, and supporting a procurement and accounts payable system using electronic requisitions.

During project assessment, typically potential customers are contacted and evaluated by a marketing team that then recommends a product solution from their menu. There is no integration of Technical Team Leaders and Transition Management as key components of the installation. There is also limited to no flexibility to customize the product for the customer.

There is a large body of work on project planning in industry. While they are all more or less adequate, they do not provide the comprehensive integration of the client and supplier teams, Transition Management, and Quality required to accomplish a particular customer's goals.

Like project planning, project design and development processes are well known in industry. They usually consist of a project manager or team leader that manages the

implementation of a project plan and interfaces with the client.

Deployment or implementation of a project is, again, a very standard operation. As the project plan steps are completed, they are usually held in queue until all necessary activities reach a point where the solution can be "turned on".

All projects have close out functions that wrap up the end of the project. However, they do not provide for continuing support across the multitude of functions that have been used to provide the customer with a solution.

It is an objective of the invention to provide a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

It is an object of the invention to provide an optimized solution for out-sourcing procurement of goods and services.

It is an object of the invention to provide a system and method for training service providers.

It is an object of the invention to provide a system and method for managing service providers to assure quality of service.

It is an object of the invention to provide a system and method for managing a project.

It is an object of the invention to provide an

optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle time.

Summary of the Invention

A system for preparing a general procurement and accounts payable application includes a server, a storage device connected to the server, a plurality of team terminals, and a communication link interconnecting the server and terminals. The server is operable for (1) maintaining a database on the storage device of templates describing procedures for preparing the application and (2) serving the templates to team members operating the terminals for coordinating, recording and tracking team activities with respect to preparing the application.

A method for preparing a general procurement and accounts payable application includes maintaining a database of templates describing procedures for preparing a general procurement and accounts payable application; and operating a plurality of web-enabled user terminals to access via a server the database of templates for coordinating tasks by a plurality of enterprise teams preparing the procedures.

In accordance with an aspect of the invention, there is provided a computer program product configured to be

operable for preparing a general procurement and accounts payable application.

Other features and advantages of this invention will become apparent from the following detailed description of the presently preferred embodiment of the invention, taken in conjunction with the accompanying drawings.

Brief Description of the Drawings

Figure 1 is a high level block diagram of a general procurement and accounts payable development and implementation system in accordance with a preferred embodiment of the invention.

Figure 2 is a block diagram illustrating team relationships within the general procurement and accounts payable (GP/AP) development and implementation system of a preferred embodiment of the invention.

Figures 3A through 3M, arranged as shown in Figure 3, are a flow diagram of the assessment, preparation, development, deployment and support phases of the method of a preferred embodiment of the invention.

Figure 4 represents a terminal display of a playbook summary view.

Figure 5 illustrates a terminal display of the template

presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a summary task" from the playbook summary view.

Figure 6 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a detailed task" from the playbook summary view.

Figures 5 and 6 also illustrate fields collected in the database and selectively displayed at user terminals of Figure 1 for each summary and detail task, respectively, of a GP/AP system for a particular customer or project.

Best Mode for Carrying Out the Invention

Referring to Figure 1, in accordance with the preferred embodiment of the invention, intranet communication facilities interconnect a plurality of team member terminals 64, zero or more service provider terminals 66, and client (also referred to as customer) terminals 68, and a server 62, preferably a Lotus Notes server.

Server 62 references and maintains playbook database 70. Database (also referred to as the playbook, or playbook database) 70 is provided for implementing procurement and accounts payable systems. This playbook 70 defines implementation steps and templates for creating the many

required deliverables and project management functions. These functions include start and end dates, effort, duration, and so forth. This playbook also provides the steps and templates for training service providers 66 and serves as the repository for completed templates and as a source for auditing the performance of the service providers. As used herein, unless otherwise apparent from the context, system and applications are used to refer to hardware, software, procedures, instructional materials, and so forth, for implementing a general procurement and accounts payable process.

Also attached to intranet 60 are requisition and catalog (Req/Cat) servers 80. Server 80 functions as a front end server to accounting system server 82, and is connected to a file of vendor catalogs and contracts 72, to a client (customer) host system 74, and through a firewall to SAP servers 82. SAP server 82 is an accounting driver for the procurement and accounts payable (A/P) system of the customer. SAP servers 82 are connected to supplier systems 84, to a customer data warehouse 78, and to customer ledger and accounts payable systems 86, 88.

During the operational phase of a completed and functioning system, a customer (aka end user, or client) 98 enters requisitions via the intranet to server 80. Server 80 accesses client host system 74 for pricing, reports,

etc., and vendor catalogs and contracts 72 to gather information needed by SAP servers 82 to generate purchase orders or requests for quotes (RFQs) to supplier 84, to update data warehouse 78, client ledger 86, and client accounts payable 88 systems. Warehouse 78 stores client data maintained by the supplier of the Req/Cat and general procurement system, which supplier may be the primary enterprise (a primary services organization, such as the IBM Corporation) with control of the design and implementation of the system, or a contractor of the enterprise qualified as a third party service provider.

In operation, during presales, assessment, preparation, development, deployment and support stages, team members 64, access database 70 via intranet 60 and server 62 to create a playbook including a detailed description of an accounts payable and Req/Cat system for a particular customer (aka client). This description is then used to personalize Req/Cat servers 80 and SAP servers 82 for the customer installation. During operation, a user 98 accesses Req/Cat server 80 via intranet 60 to enter a requisition or to query the status of previously entered requisition. When entering a requisition, Req/Cat responds to end user 98 with a form to complete. Req/Cat 80 accesses SAP server 82 through the firewall with the requisition or request for status. SAP server 82, responsive to a requisition, issues a purchase

order or request for quote to supplier 84, and updates accounts payable 88 and ledger 86, as required through the normal procurement and accounting process implemented on behalf of the customer.

Referring to Figure 2, the various departments and individuals representing team members 64 include business office 120, architecture 122, education and training 124, project manager 126, Req/Cat development 128, business process design 112, electronic data interchange (EDI) 114, application development 116, information technology 130, business controls 132, procurement process 134, transition management 136, SAP development 138, marketing 118, general procurement operations 98, and support management 96. Each of these departments and individuals perform various rolls and functions during the life of the project from assessment through deployment and use, as will be more fully described hereafter in connection with Figure 3.

Referring to Figure 3, in accordance with the preferred embodiment of the method of the invention, assessment 101, preparation 102, development 103, deployment 104 and support 105 stages are executed to design, implement, and use a general procurement and accounts payable (GP/AP) system for a customer. Through these stages 101-105, procedures and methods are provided for seamlessly integrating all aspects of a total GP/AP system, including creating an electronic

purchase requisition for goods and services with flexible approval functions, through invoicing and payment.

Further in accordance with the preferred embodiment of the invention, there is provided a web enabled delivery system.

Further in accordance with the preferred embodiment of the invention, there is provided a system and method for auditing service provider activities without being on site.

High level summary tasks implemented by playbook 70 database include business controls, information technology, SAP, communication, process, testing, configuration, project management, transition management, education and training, requisition and catalog (Req/Cat). Each of these summary tasks, as well as the drill-down (aka subsidiary) tasks implementing the details of each, may be accessed by team members 64 and service provider 66s within the playbook database 70.

Referring to Figure 4, the playbook summary view 400 is illustrated. View 400 includes a title bar 402; pull down menu tabs file 404, edit 406, view 408, create 410, actions 412, window 414, help 416; create a summary task selection button 420, create a detailed task button 422, a folders and views section 424, and a task title display and selection area 426 which also includes a by column 436 and a status column 438 with an entry for each task displayed in area

426. With by category button 430 and all tasks button 432 selected, all tasks 434 is highlighted and display 426 presents a listing of tasks organized by category.

Referring to Figure 5, the summary task template 440 presented to the user upon selection of create a summary task 420 is illustrated. As will be described hereafter, there are two flavors of template 440, one for major operations, and one for major steps within each major operation. Referring to Figure 6, the detail task template 520 presented to the user upon selection of create a detailed task 422 is illustrated.

Selection of create summary task 420 presents a first summary task template 440 that used to design and describe a high level summary task for one of the playbook operations. In a preferred embodiment of the invention, there are thirteen such high level summary tasks, including assessment, business controls, configuration, education, image, information technology (I/T), marketing, process, project management, requisition and catalog (req/cat), SAP, testing, and transition management. The summary and detail tasks within these high level summary tasks are further organized into five major processing segments: assessment 101, project preparation 102, project design and development 103, deployment 104, and ongoing support 105. A high level summary task provides a summary of the inputs to the task,

and of the output (deliverables) after all detailed tasks are completed. There two levels, or templates for summary tasks: one for major operations, the second for major steps within each operation.

Activation of create a detail task 422 presents to the user a third template 520 which is used to summarize the detailed tasks for each major step of a summary task.

The first and second templates 440 are almost identical. They include the fields set forth in Tables 1 and 2. Third template 520 contents are summarized in Table 3.

TABLE 1: SUMMARY TASK TEMPLATES PART 1

SECTION 1:	CREATION STATUS
Category 444:	Categories include education, req/cat development, SAP development, transformation management, architecture, procurement process.
Team 446:	Specific project team responsible for this task.
Offering type 448:	Kind of product being brought to client: req/cat only, SAP only, and req/cat and SAP.
Stage 450:	The stages are assessment 101, project preparation 102, project development 103, deployment 104, and support 105.
Doc owned by 452:	Team 140 owner of document, the designer of this one template. The

	teams 140 are those illustrated in Figure 2.
Doc created by 454:	Author of this one template.
Dev status 456:	Approval status: first draft, final edit, final approval, etc. Only owner 452 can change this status. Only the owner 452 can approve the content of this template (task).
SECTION 2:	IMPORTANCE BUTTONS
Education 462:	Represents a combination of things, including (1) does someone need to be taught how to do this task, (2) is it something that should be included in the education package to the customer.
Certification 464:	Indicates whether or not an implementer of this task (ie, service provider) must be certified.
Auditable 466:	Indicates whether or not it is a task that Enterprise would be able to or needs to audit performance by the implementer/service provider
Milestone 468:	Indicates if this task is a critical accomplishment in the path of completing the implementation of the offering type.
Critical path 470:	Indicates if this is a task that must be completed in order to advance to the next task in order to complete the offering type, and can change during the course of the project as tasks are completed and the overall environment changes.
SECTION 3:	IMPLEMENTATION
Task order 472:	A number assigned to a detailed task that shows its order under the summary task.

% complete 474:	An estimate of how complete is this task document in its development for a particular customer.
Executed by 458:	Name of service provider (eg., Enterprise, or some Enterprise partner).
Performed by 460:	Technical team responsible for doing this task.
Priority 476:	High, medium, low priority, based on whether this task is in critical path, and whether or not it needs to be done in support of some subsequent task.
Work effort 478:	Estimated time required to complete this task.
--	
Sequence 480:	A number assigned to a summary task that shows its order under a higher level task.
Task status 482:	Represents how far the service provider has progressed in its implementation of this task. This is rolled up to Lotus Notes database 70 to enable the owner to track progress of the service providers during the audit phase.

Table 2 sets forth the template 440 fields which may vary between templates, including those for major operations and major steps within an operation.

TABLE 2: SUMMARY TASK TEMPLATES PART 2

SECTION 4:	SUMMARY TASK DETAILS
Description 490:	High level summary description

	of major operations or steps.
Assumptions 492:	What if any assumptions apply.
Prerequisites 494:	Tasks that must be completed before this task can complete.
Critical success factors 496:	Description of tools, techniques, relationships, understandings, technical and relationship skills and commitments, knowledge base of team and customer, and so forth, needed to accomplish this task.
Deliverables 498:	Expected output of this task.
SECTION 5:	APPROVALS
Task approver 500:	Identity of approvers.
Notification date 502:	Date approvers notified.
Request approval 504:	Electronic signature of approval.
SECTION 6:	PROJECT REFERENCE
Comments and dialog 506:	General comments (open season).
Deliverable checklist 408:	Checklist of deliverables.
Approval status 510:	List of approvers of this document and status of their approval.
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

TABLE 3: DETAIL TASK TEMPLATE

SECTION 1:	CREATION STATUS
SECTION 2:	IMPORTANCE BUTTONS
SECTION 3:	IMPLEMENTATION

Sections 1, 2 and 3 are the same as for templates 440, with the addition of:

Support resources 524:	People needed to support completion of this task.
Assigned to 526:	Person executing this task.
SECTION 4:	DETAIL TASK DETAILS
Description 490:	Description of this task.
Prerequisites 494:	Tasks that must be completed before this task can complete.
Task steps 528:	Specific detailed steps that need to be accomplished to complete the task.
Analysis 540:	A description of what needs to be analyzed to come up with the right answer for the customer. (The resulting output will vary depending upon the results of the analysis - but this document doesn't change as a result of the analysis).
Deliverables 530:	Expected output of the task.
Methodology attachments 532:	Potential attachments, may be blank: anything from presentation charts, to questionnaires, to architecture charts – depends upon the task.
SECTION 5:	PROJECT REFERENCE AREA

Comments & Dialog 506:	Comments.
Deliverable Checklist 508:	Checklist, attachment listing (other than method attachments, supra).
Approval status 510	List of approvers and the status of their approval (with respect to approval of this document, not of the implementation of the task, which is handled by the audit process).
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

Database 70 at server 62 includes all summary and detail tasks templates which have been completed in a set for a particular customer. An initial set of the tasks listed in Table 4 is provided for each customer, but during project implementation phases 101-105, these are configured or personalized to the customer.

While many summary and detailed tasks of Table 4 do not appear in the flow chart of Figures 3A-3M, those selected illustrate a flow from start to finish across the five major stages - and form a representative, if not critical, path through them. As shown in Figures 3, and 3A-3M, the transitions between stages 100-105 are, in some instances, blurred and a particular task may be allocated to either or both of two of these stages.

In each stage, the key to success is the integration through the use of the templates of the groups (Figure 2) and activities (Table 4, both summary tasks and detail tasks.) Also, an important aspect of the invention is the method provided across the five stages (Figure 3) for effecting a transition from a legacy process, including hardware, software, work procedures and human resources, to a new process.

Table 4 is a chart of summary and detail tasks, pursuant to a particular embodiment of the invention, available for presentation in display area 426 of playbook summary view 400 upon selection of button 432. Selection by a user in display area 426 of a task designated with two or three alpha-numeric reference numerals P1, P11, P12,..., results in display of a template 440 personalized to the summary task, and selection of a task designated with four or more alpha-numeric reference numerals P111, P112,..., result in display of a template 520 personalized to the detail task. A user with appropriate authority may then view, correct, update, approve or otherwise modify the displayed task. The names of the detail tasks set forth broadly the functions or method steps performed in implementing the superior summary task. In Table 4, each summary task is identified in the first column by the stage 100-105 to which it pertains, in the second column by a task

identifier P11, P12, ..., and, for selected tasks, in the third column by the process step (150,...,354 in Figures 3A-3M) to which it pertains. In general (with very few exceptions), a detail task pertains to the same stage 100-105 as its summary task.

TABLE 4: CHART OF SUMMARY AND DETAIL TASKS

Task ID			Summary Tasks
Stage		Step	Detail Tasks
FOLDERS AND VIEWS BY CATEGORY			
	ALL TASKS		
	P1		ASSESSMENT
101	P11		Perform customer service offering assessment
101	P111	174	Perform customer business assessment
101	P112		Perform customer business assessment e-Req/Cat
101	P113		Develop workshop management plan
101	P114		Develop workshop management plan e-Req/Cat
101	P115		Review findings from marketing procurement consulting engagement
101	P116		Review findings from marketing procurement consulting engagement e-Req/Cat
101	P117	176	Formulate workshop approach
101	P118		Formulate workshop approach e-Req/Cat
101	P119		Prepare for workshop
101	P11A		Prepare for workshop e-req/Cat
101	P12	178	Introduce recommend service offering to customer
101	P121		Present service offering to

				customer (perform workshop)
	101	P122		Present service offering to customer (perform workshop) e-Req/Cat
	101	P123		Formulate proposal approach
	101	P124		Formulate proposal approach e-Req/Cat
	101	P13		Create proposal and contract
	101	P131		Develop and cost proposal
	101	P132		Develop and cost proposal e-Req/Cat
	101	P133		Draft and price customer contract
	101	P134		Draft and price customer contract e-Req/Cat
		P2		BUSINESS CONTROLS
	103	P21		Business control requirements
	103	P211	290	Confirm business controls requirements
	103	P212		Confirm separation of duties (SOD) requirements
	104	P213	292	Conduct ASCA self-assessment
	104	P214		Risk assessment
	104	P215	224,294	Conduct ASCA/business controls review
	102	P2151		Confirm image production system management strategy
		P3		CONFIGURATION
	103	P31	320	Conduct Req/Cat functional detailed fit gap analysis
	103	P311		Confirm Req/Cat organizational hierarchy
	103	P312		Define the Req/Cat functional detailed fit
	103	P313		Resolve functional gaps for Req/Cat
	103	P32	324	Configure Req/Cat offering
	103	P321		Confirm and refine "Ives Team Studio" for code tracking
	103	P322		Confirm and refine Req/Cat initial settings and organizational structure
	103	P323		Confirm and refine Req/Cat authorizations
	103	P324		Refine and validate final Req/Cat configuration

70	103	P33		Customize Req/Cat offering
71	103	P331		Validate and customize Req/Cat core application change request
73	103	P332		Refine and validate final customization for Req/Cat
75	103	P34		Produce custom Req/Cat programs
76	103	P341	276	Validate and code bridge change requests (SAP and Req/Cat)
78		P4	EDUCATION AND TRAINING	
79	102	P41		Develop customer education and training strategy
81	102	P411		Validate customer education & training objectives
83	102	P412	190	Define the training requirements and approach
85	102	P413		Confirm the education & training strategy
87	102	P42		Define system management processes
88	102	P421		Define SAP correction and transport process
90	102	P422		Define and agree on service level agreement SLA
92	102	P423		Define and administer SAP release control process
94	102	P424		Define Req/Cat transport process
95	102	P425		Define and administer version control process
97	103	P43	192	Define user documentation and training requirements
99	103	P431		Define customer user audiences and requirements
101	103	P432		Confirm user documentation requirements and standards
103	103	P433		Conduct detailed end-user task analysis
105	103	P434		Assess user skills and training needs
107	103	P435		Validate end-user courses and content
109	103	P436		Identify users and course attendees
110	103	P437		Define and notify training attendees
112	103	P44		Develop user training documentation

113	103	P441		Produce customer specific end-user documentation
115	103	P442		Confirm training evaluation materials/approach with customer
117	103	P443	194	Setup training system environment
118	103	P444		Validate training logistics
119	103	P445	198	Conduct pilot training with super users
121	103	P446	196	Arrange documentation and training material production
123	103	P45		Internal (Enterprise, service provider) training requirements
125	103	P451		Identify and organize appropriate internal training
127	104	P46		Conduct end-user training
128	104	P461		Conduct train-the-trainer sessions
129	104	P462	214,230	Perform training
130	104	P463	212	Conduct new buyer training
131		P5	IMAGE	
132	103	P51		Conduct image functional detailed fit gap analysis
134	103	P511		Define the image functional detailed fit
136	103	P512		Resolve image functional gaps
137	103	P52		Configure image offering
138	103	P521		Refine and validate final image configuration
140	103	P522		Confirm and refine image initial settings
142		P6	I/T	
143	103	P61		Establish customer network/computing infrastructure
145	103	P611		Confirm component delivery
146	103	P612		Establish network/computing hardware/software architecture infrastructure
149	103	P613		Ready network/computing environment
150	103	P62		Establish EDI infrastructure
151	103	P621		Establish EDI infrastructure
152	103	P622		Conduct trading partner testing

				(IT)
102	P623			Confirm EDI strategy
102	P6231			Setup image system environments
103	P6232			Establish cutover checklist and perform pre-cutover activities for image production environment
104	P6233			Validate image production support for system management
103	P63		Develop reporting infrastructure	
103	P631			Develop reporting infrastructure (LIS/EIS)
103	P632			Develop DataMart extracts
103	P633	232		Develop additional reports (customer/operations)
102	P64		Perform bridge architecture assessment	
102	P641			Perform bridge architecture integration point interfaces work session
102	P642	158		Define bridge architecture project objectives document
102	P65		Validate bridge, EDI, vendor reporting requirements	
102	P651	270		Develop and manage bridge architecture implementation work plan
102	P652			Analyze EDI requirements
102	P653			Determine EDI communication environment
102	P654			Analyze vendor master data load
102	P655			Analyze operational reporting requirements
102	P656			Analyze customer requirements for DataMart implementation
102	P657			Schedule and conduct weekly interlock meeting
102	P658			Vendor lead client analysis
102	P66		Set up development/integration environment	
102	P661			Set up SAP development/integration environment
102	P662			Set up Req/Cat system environments
103	P67		Set up consolidation/test environment	
103	P671			Set up SAP consolidation/test environment

197	104	P68	218	Set up production environment
198	104	P681		Convert vendor master into
199				production environment
200	104	P682		Determine EDI tasks for production
201				environment set up
202	104	P683		Execute SAP cutover checklist
203	104	P684		Set up SAP production environment
204	104	P685		Establish SAP batch schedule
205	104	P686		Set up trading partners in
206				production environment
207	104	P687		Vendor lead client deployment
208	103	P688		Establish cutover checklist and
209				perform pre-cutover activities for
210				SAP production environment
211	103	P689		Establish cutover checklist and
212				perform pre-cutover activities for
213				e-Req/Cat production environment
214	105	P69		Refine/execute production support for
215				system management
216	105	P691	234	Perform on-going support activities
217				for Req/Cat
218	105	P692		Post deployment reporting support
219	105	P693		Develop new bridges and application
220				extensions post go live
221	105	P694	236	Support new EDI transactions post
222				go live
223	105	P695		Execute system management security
224				support procedures
225	105	P696		Execute data management support
226				procedures
227	105	P697	236	Execute EDI support procedures
228	105	P698		Execute system management
229				operational support desk procedures
230	105	P699		Execute system management batch
231				support desk procedures
232	105	P69A		Execute system management SAPBI
233				support procedures
234	105	P69B		Execute system management master
235				data support procedures
236	105	P69C		Execute production support for
237				system management
238	103	P6A		Establish vendor master environment
239	103	P6A1		Establish vendor master
240	103	P6A2		Confirm vendor master
241	103	P6A3		ALE configuration for VLC
242	103	P6B		Establish bridge architecture

				infrastructure environment
103	P6B1	272		Develop detail architecture requirements definition
102	P6C	274	Validate system infrastructure requirements	
102	P6C1	280		Analyze current network/computing infrastructure
102	P6C2			Determine network/computing requirements for project
102	P6C3			Confirm and begin network/computing component acquisition
102	P6C4			Order and delivery of infrastructure components
	P7	MARKETING		
100	P71		Participate in marketing procurement consulting engagement	
100	P711	170		Qualify potential client
100	P712			Qualify potential client e-Req/Cat
100	P713			Develop assessment statement of work (SOW) e-Req/Cat
100	P714			Develop assessment statement of work (SOW)
	P8	PROCESS		
102	P81	156	Customer process introduction	
102	P811			Conduct customer introduction to Golden procurement and A/P processes
102	P82		Process reviews with customer - procurement and A/P	
102	P821	344		Review procurement processes with customer
102	P822	342		Review A/P processes with customer
102	P83		Assess customer impact on internal Enterprise workload	
102	P831			Identify current and potential supplier catalogs for customer
102	P832	340		Perform assessment of customer purchasing business
103	P84		Process alignment customer/Golden	
103	P841			Determine GAPs between customer and golden processes

285	103	P842		Perform process GAP resolution
286	103	P85		BMP process and procedures management
287	103	P851		Codes and procedures
288	103	P852	348	Update and review process management & procedures manual
290	103	P86		Supplier readiness
291	103	P861	210	General supplier introduction
292	103	P862		Manage trading partner - EDI suppliers
294	103	P863	346	Establish ASAP suppliers for customer (ASAP = a SAP supplier not requiring a buyer)
297	103	P864		Manage customer supplier outline agreements
299	103	P865		Customer freight procedures
300	104	P866		Supplier memo mailing
301		P9		PROJECT MANAGEMENT
302	102	P91	180	Initiate project planning
303	102	P911	160	Confirm project scope and implementation strategy
305	102	P912		Confirm project organization and assign resources to roles
307	102	P913		Prepare and validate project plan and procedures
309	102	P914		Establish project team working environment
311	102	P915		Orient project team
312	102	P92	150	Confirm and refine project management standards and procedures
314	102	P921		Confirm and refine issue management plan
316	102	P922		Confirm and refine project documentation
318	102	P923	152	Confirm and refine quality assurance standards
320	102	P924		Create team building plan
321	102	P93		Confirm implementation strategies
322	102	P931		Confirm system configuration standards
324	103	P9311		Customize image offering
325	103	P9312		Validate and customize image core application change request
327	103	P93121		Refine and validate final

				customization for image
102	P932			Confirm CR/PTR process
102	P933			Confirm testing strategy
102	P934			Confirm production support & operations strategy
102	P935			Confirm SAP production system management strategy
102	P936			Confirm e-Req/Cat production system management stategy
102	P937	282		Confirm network/computing strategy
102	P938			Confirm vendor conversion strategy
102	P94	162	Prepare project team	
102	P941			Conduct kick-off meeting
102	P942			Conduct project team standards meeting
102	P943			Conduct project team training
102	P95	352	Define production support plans	
102	P951			Define system management SAP resource requirements
102	P952			Define system management e-Req/Cat resource requirements
102	P953			Define production support accounts payable plan
102	P954			Define production support CSC plan
102	P955			Define production support general procurement plan
102	P956			Confirm SAP system authorizations for project team
102	P957			Confirm Req/Cat access control list (ACL)
102	P958			Define system management image resource requirements
102	P96		Initial quality assurance review	
102	P961			Initial QA review
103 &104	P97		Review project status and refine project plan	
103, &104	P971			Conduct project team status meetings
103 &104	P972			Conduct steering committee meetings
101	P98		Obtain customer approval	
102	P981			Won bid analysis/transition to

372				implementation team
373	102	P982		Won bid analysis/transition to
374				implementation team e-Req/Cat
375	101	P983		Conduct lost bid analysis
376	101	P984		Conduct lost bid analysis e-Req/Cat
377	104	P99		Validate production support
378	104	P991		Validate SAP production support for
379				system management
380	104	P992		Validate production support for
381				accounts payable
382	104	P993		Validate production support for CSC
383	104	P994		Validate production support for
384				general procurement
385	104	P995		Validate Req/Cat production support
386				for system managment
387	105	P996		Validate education & training
388				production support activities
389	104	P9A		Perform go live project office
390				activities
391	104	P9A1		Ensure go live check lists
392				activities
393	104	P9A2		Go/no-go decision for go live
394	103			
395	&104	P9B		Interim quality assurance reviews
396	103			
397	&104	P9B1		Interim QA reviews
398	105	P9C	244	Post-implementation quality assurance
399				review
400	105	P9C1		Post-implementation QA review
401	105	P9D		Production support review
402	105	P9D1		Confirm production environment
403		PA	REQ/CAT	
404	102	PA1		Identify customer responsibilities for
405				Req/Cat
406	102	PA11		Identify country/global
407				administrators & neg. con person
408	102	PA12		Perform country administrator
409				education
410	103	PA2		Prepare and load Req/Cat catalog data
411	103	PA21		Perform Req/Cat catalogue tasks
412	104	PA3		Req/Cat production readiness

104	PA31			Confirm Req/Cat for production environment
104	PA32			Set up Req/Cat tables in production
104	PA33			Prepare Req/Cat production copy
104	PA34			Execute Req/Cat go live checklist
	PB	SAP		
103	PB1	254		Conduct SAP functional detailed fit gap analysis
103	PB11	250		Confirm SAP organizational hierarchy
103	PB12			Define the SAP functional detailed fit
103	PB13			Resolve SAP functional gaps
103	PB2			Produce custom SAP programs
103	PB21			Develop and validate SAP custom programs
103	PB3	252		Configure SAP offering
103	PB31			Confirm and refine implementation guide
103	PB32			Confirm and refine SAP initial settings and organizational structure
103	PB33			Confirm and refine SAP end user authorization profiles
103	PB34			Refine and validate final SAP configuration
103	PB4			Customize SAP offering
103	PB41			Validate and customize SAP core application change request
103	PB42			Refine and validate final customization for SAP
	PC	TESTING		
103	PC1	256,260,322		Perform preparation activities for testing (both Req/Cat and SAP)
103	PC11			Confirm and refine test case templates
103	PC12	258,326		Build comprehensive test plan
103	PC13			Develop test environment plan
103	PC14			Create test case specifications
103	PC15			Build/reuse test cases
103	PC16			Determine testing tools
103	PC17			Review and validate comprehensive

				test plan
	103	PC2	216	Perform comprehensive testing
	103	PC21		Perform unit test
	103	PC22	262	Perform component test
	103	PC23	264,328	Perform integration test
	103	PC24		Administer network/computing performance monitoring
	103	PC25	266,330	Perform system test
	103	PC26	220	Perform user acceptance test
	103	PC27		Perform other required testing
	103	PC271		Support comprehensive image testing
	103	PC28		Support comprehensive e-Req/Cat testing
	103	PC29		Support comprehensive SAP testing
	103	PC2A		Support comprehensive image testing
		PD	TRANSITION MANAGEMENT	
	101	PD1	172	Introduce transition management (assessment)
	101	PD11	172	Develop initial assessment of client
	101	PD12		Provide transition management workshop presentation
	102	PD2	154	Model transition management (project preparation)
	102	PD21		Provide transition management strategy
	102	PD22		Evaluate cultural impact of solution
	102	PD23	300	Develop/confirm transition management plan
	102	PD3		Develop communication plan (project preparation)
	102	PD31	304	Build/confirm campaign plan
	102	PD32	302	Update communications trategy
	102	PD33		Deliver announcement/kickoff communication
	103	PD4		Initialize transition management (design and development)
	103	PD41		Create incentive/reward program
	103	PD42		Assess supplier impacts related to transition management
	103	PD43		Assess Enterprise support impacts related to transition management

498	103	PD44		Design detail go live
499				material/activities
500	103	PD45	308	Create policy changes
501	103	PD46		Identify/plan for security
502	103	PD47		Detail process transition plan
503	103	PD48	306	Detail human resources plan
504	103	PD49		Detail employee relations plan
505	104	PD5		Ensure transition management activities
506				(deploy)
507	104	PD51	350	Ensure new process management
508				system in place
509	104	PD52	222	Perform client readiness assessment
510	104	PD53		Perform transition management go
511				live activities
512	104	PD54	240	Manage human resources activities
513	105	PD6		Communication (support)
514	105	PD61		Thanks to users/suppliers
515	105	PD7		Validate transition management (support)
516	105	PD71		Monitor human resource issues
517	105	PD72		Assess effectiveness of transition
518				management program
519	105	PD8		Perform post implementation survey
520				(support)
521	105	PD81	242	Administer post go live survey
522	105	PD82		Present and act upon survey
523				findings
524		PE	NOT CATEGORIZED	
525	104	PE1	200	Perform go live process activities
526	104	PE11		Allocate buyer codes to commodities
527	104	PE12		Enter blanket orders
528	...	PE2		Table template document
529	...	PE21		Table template document

Project Assessment 101

Referring to Figure 3 in connection with Figure 2, project assessment phase 101 follows pre-sales phase 100, during which marketing makes its initial contact with the prospective client, or customer.

After initial contact from marketing 118, the main thrust of Assessment Project 101 is to provide an integrated, cross-functional customer solution to the client. An assessment team is led by the Business Office 120, but requires input and participation from the project leaders of Architecture 122, Transformation Management 136, Business Process 112, EDI 114, and Application Development 116.

Assessment 101 begins with a complete review of the client's current general procurement and accounts payable processes. This includes debriefing the initial marketing team 118, instructing the project leaders 126, and accumulating all other relevant data available about the client's processes, tools, and organizational structures. The Assessment Team then defines an integrated customer solution that covers technical, educational, and Human Resource issues.

The delivery of the Workshop is intended to present an overview of the customer solution, initiate discussions on

process analysis and strategic implementation, and confirmation of the solution fit. Specific goals of a workshop phase within assessment stage 101 include the following:

(1) Prepare and deliver a presentation to the customer defining the service offering, including any essential documentation on the offering, and a demonstration of the end-user tool(s), as applicable.

(2) Collect area specific information and customer requirements on network process sourcing, procurement, accounts payable, and finance; and EDI, I/T, and transition management.

(3) Identify high level gaps in each such area.

(4) Identify additional high level requirements for new process support, and for conversion requirements, including requirements for commodity structure, account structure, vendor, and contracts.

(5) Identify interface requirements, including requirements for HR, cost center, catalogs, ledger, information warehouse.

(6) Validate accounting for project, appropriation, contract, job, tax reporting, currency, and check reconciliation.

(7) Identify requirements for network, EDI, testing, and application development including new reports, new

interfaces, and new features.

(8) Assemble a high-level gap analysis.

(9) Create a high-level Customer Scope Document.

(10) Confirm the recommended solution.

At the completion of the workshop phase, the assessment team 106 convenes to develop and cost the final customer solution and proposal. At this time, the members of assessment team 106 assemble, understand, and validate the collected data; review standard proposal options with assumptions and identify items that apply to this client; create a draft of the proposal including scope, risk, schedule, and resources; review the draft with team and other project members to obtain sizing and costing information for each area; compile costing information to add to the proposal; and perform QA review of the system integration, application development, managed operations (including service delivery center (SDC), application IT, and Process Operations) proposals, and of the overall proposal.

The resulting proposal is delivered or presented to the client. Final Assessment activities include follow up query responses and, should the proposal be declined, a loss analysis. This loss analysis feeds back into assessment process 101 to improve its overall effectiveness and efficiency.

Referring to Table 4, summary tasks pertaining to assessment stage 101 are listed, together with included detail tasks. For each task, a template 440 or 520 is maintained in data base 70, and accessed by team 108 members and others through summary view 400 to track progress (including viewing, updating, sharing, and approving) during this assessment stage 101.

Project Preparation 102

Referring further to Figure 3, project preparation stage 102 sets up the project, initializes detail planning, and models the plan for making the transition from the client's legacy system and process to the new system and process (or, offering).

A critical element of this stage is to ensure resources are assigned to transition management 136, both from the project implementation team 126 as well as from the client. During this stage the transition activities required for a smooth migration from the old client process and system to the new service offering are modeled. The result is a detailed transition management plan that is specifically designed for the client. Stage 102 tasks and deliverables include the following:

(1) Perform analysis on the client HR environment,

including organization structure and relationships, labor relations, management, administration, and end user roles and responsibilities, and the general HR environment.

(2) Develop and approve the detailed transition management and communication plan.

(3) Update the client specific transition management strategy.

(4) Define the quality assurance (QA) process required to assure that a project conforms to documented standards and meets documented requirements. The purpose of this task is to confirm the quality assurance standards between Enterprise and the client, and identifies the tasks that are to be audited by the Enterprise Technical Center.

The QA review is a beneficial process for the project as it timely recognizes potential risk areas and reduces the possibility of project delays while achieving faster implementation, attaining low cost and increasing the customer's level of confidence. Deliverables of the QA review task include the following:

(1) Confirm and refine quality assurance standards with the customer.

(2) Confirm that technical requirements can be met.

(3) Confirm that business and financial measurements can be

met.

(4) Confirm that the proposal is complete and the required processes have been followed.

(5) Establish QA schedule for the project.

Integration of all critical Enterprise and client team members provides the glue to assure a smooth project. By completing the detailed tasks within project preparation stage 102, the recommended implementation standards, procedures and strategies for the project are shared with the technical and business functional members of the project team as well as with the customer. All team members have input in this process, and understand the basic procedures, once they have been agreed to. These procedures, documented in summary and detail task templates listed in Table 4, include the following:

Configuration Standards

CR/PTR Process

Testing Strategy

Production Support and Operations Strategy

SAP System Management Strategy

Req/Cat System Management Strategy

Network Computing Strategy

Vendor Conversion Strategy

Project Design and Development 103

Referring further to Figures 3, project design and development phase 103 provides and documents in a database of templates referred to as a Playbook, the business controls, transformation management, and SAP and Req/Cat customization required for an integrated approach to a complete customer solution.

During this stage 103, business controls 132 provides a comprehensive process that identifies key control points and establishes detailed procedures to assure a quality installation. The deliverables include documentation, separation of duties, sensitive programs, logical access control, logging (audit trail), change control for tables, change control for programs, system testing, input controls, processing controls, error handling controls, output controls, balancing and reconciliation, vital records and disaster recovery, records management, reports, local area network (LAN), and country specifics, as described below:

(1) Documentation: an assessment of the quality and completeness of existing program documentation and a determination of the degree to which programs could be efficiently reconstructed if they were destroyed.

(2) Separation of duties: the duties of the programmer, computer operations, and user groups are reviewed to

ensure that separation of duties problems do not exist. No one individual can control activities within a process (or any event in a string of events) in a way that permits errors of omission, or commission of fraud, theft, etc., to go undetected.

(3) Sensitive programs: controls must be in place to prevent unauthorized modification and/or use of the application.

(4) Logical access control: while programs are generally controlled by a site procedure, application data has a formal access control mechanism.

(5) Logging (audit trail): a logging mechanism is established to ensure the audit trail is correct.

(6) Change control (tables): a change control system is put in place to evaluate, justify and control changes to tables.

(7) Change control (programs): a change control system is put in place to evaluate, justify and control changes to programs.

(8) System Testing: system testing procedures are effectively planned and carried out to ensure that controls are successfully tested and documented.

(9) Input controls: to insure accuracy and completeness of information entering an application.

(10) Processing controls: controls are applied for entry of

data into the computer application system that ensure accuracy and completeness of data during computer processing.

(11) Error handling controls: controls for error handling and reprocessing of transactions.

(12) Output controls: output controls ensure the integrity of the output data from conclusion of computer processing to delivery to the user.

(13) Balancing and reconciliation: verifies that procedures to reconcile output to input are effective.

(14) Vital records and disaster recovery: disaster recovery is designed to provide for the continuity or rapid system restoration of a business process immediately following a natural or man-made emergency or disaster.

(15) Records management: verify that information is managed with sound business practices and controls.

(16) Reports: verify that reports are distributed properly.

(17) Local Area Network (LAN): Refer to ITCS 201, "Security Standards for Local Area Networks and Distributed Computing."

(18) Country specifics: verifies that any questions particular to this specific country are completed.

Req/Cat is a requisition and catalog product designed, developed, and maintained by Enterprise for use in systems such as those developed in this stage 103.

SAP is an financial and accounting package which an enterprise or company may license for its own use and for its customers. SAP configurators that customize package programs to fit the needs of the client are provided for use during design and development stage 103. All other installations of SAP are "off the shelf", with the client changing its internal structures to fit SAP requirements.

Transition management is the most overlooked part of any implementation process. It is critical to address the corporate culture and personality at the earliest contact. Strategic and tactical plans may then be developed that guide the implementation through "Go Live" and for an agreed period thereafter. The purpose of transition management steps of the design and development stage 103 is to provide guidance to the development team members as they work with the client to institute policy changes that might be introduced as part of the implementation of the new process and system. Necessary changes to the legacy system are identified and a plan developed to announce and introduce changes in policy. Policy change includes key business rules that are part of the management system for purchasing and procurement. They may be associated with approval levels or procedural changes in the new system. The target is not the day to day operation but management decision and support systems that might be affected. The areas addressed

include:

Measurements (old and new)

Management system

Approval levels

Supplier contacts and contracts

Reward systems

Incentive Plans

Security

Employee and user changes

All of these areas require strategic and tactical planning that includes the following steps:

(1) Identify the current (legacy) system or process and compare it to the new process or system to be implemented to identify gaps.

(2) Develop specific recommendations for gaps between the legacy and the new system or process, identifying the level of sensitivity and whether or not action is required as part of the transition.

(3) Determine the announcement and transition (or, cut over) date for each action identified.

(4) Design a communications plan to build the message and media for communicating the changes to affected parties.

(5) Design a process transition plan to ensure the elements of change are integrated into the overall plan for the

process.

(6) Determine how the policies must be modified according to new standards and procedures

(7) Determine what new policies and procedures will be implemented as part of the process and system.

Finally, integration of the above design and development stage 103 process steps along with the technical teams involved allow the delivery of a cross-functional solution under one unified and managed plan.

Project Deployment 104

Referring again to Figure 3, project deployment phase 104 uses the Playbook to improve deployment of (1) quality, or application systems control and auditability (ASCA), (2) transition management, and (3) integrated project management systems and procedures.

1. Quality (ASCA)

A business controls team provides dedicated resources throughout the life cycle of the project. During the project development stage 103, this team has planned and executed an ASCA self-assessment that has covered an extensive list of technical, business, financial, and client issues. In this deployment stage 104, its members are responsible for managing an independent audit that will

cover the same areas. The independent auditors then issue an acceptance position that is required before the client can "Go Live" with the new system and process. Deployment stage 104 activities include:

(1) Create the project plan for ASCA Review preparation activities.

(2) Determine which Enterprise organization will conduct the ASCA and business controls review.

(3) Prepare all ASCA documentation required for the review.

(4) Prepare all sub-process overviews and descriptions of process flow.

(5) Ensure the test plan includes those elements of the ASCA checks required to ensure business controls, separation of duties, and authorization matrices, data integrity and security.

(6) Create, update and complete all required documents of understanding (DOU's) & service level agreements (SLA's).

(7) Ensure the separation of duties matrix (SOD) is current at time of final review.

(8) Review all testing and obtain test approvals.

(9) Ensure all approvals have been obtained and signed approval forms available for ASCA Review. These include approvals for process ownership, ASCA requirements, self-assessment and system cutover.

2. Integrated Project Management

During this deployment stage 104, project manager 126 has the task to validate and confirm that all checklists and status are acceptable prior to Go-live. This includes the readiness of all aspects of the project, and once satisfied, a review is conducted and the customer's formal sign-off for Go-live is obtained. Status transition management and client readiness assessment and confirmation activities include verification that:

(1) No critical open issues exist in any area.

(2) All relevant aspects of readiness have been included in the status check.

(3) Network and computing performance testing is complete.

(4) System test is complete.

(5) User acceptance test is complete.

(6) System management production environment Go-live checklist is complete.

(7) Any needed CR's and PTR's have been generated.

(8) Production support is in place.

(9) Supplier readiness is reviewed and accepted.

(10) Service provider readiness is confirmed.

(11) Enterprise GP readiness is confirmed.

(12) Review of the compiled check information is completed.

(13) Customer sign-off on the Go-Live decision is obtained.

3. Transition Management

A transition management team prepares for the deployment, or "Go Live" of the client solution. During this deployment stage 104 in the project, virtually all technical problems are resolved and systems configured. The client is now ready to deploy and the human factors must be aggressively managed to assure a smooth transition from the legacy systems to the improved client solution. Transition management activities within deployment stage 104 ensure that organization, measurements, management, support, and labor relations functions are developed, explained, reviewed, understood, in place or on schedule, as appropriate.

(1) Organization: organizational changes for Go-Live, updated communications plans, feedback mechanism for persons displaced by changes in organization, and the new organization.

(2) Measurements: changes in measurement system, plan to cut over to the new measurements, and communications explaining the new measurements, including how they are derived, how they are used and their importance to the business.

(3) Management: changes in management or management responsibilities, communications explaining the changes

in management structure, and why it is important to the clients' organization, the management chain and path for escalation of issues, normal business reports and their use.

(4) Support: support structure for both client and technical support.

(5) Labor Relations: activities associated with the loss of a job role, plan to notify the affected people, communication plan for providing information to remaining employees on the reasons for the changes and for fostering support for the new process.

Integration of the cross-functional teams to accomplish the deployment of the customer solution is facilitated by use of the system and data base structure of the preferred embodiment of the invention.

Ongoing Project Support 105

Referring further to Figure 3, project support stage 105 enables project teams, all of which have continuing responsibilities with the client after "Go Live", to provide the required ongoing support. As with all other stages, integration of the teams through the use of the systems and methods provided by the invention, including transition management systems and methods, is greatly facilitated. It

is a characteristic of the preferred embodiment that each of these areas has specific predetermined plans, actions and responsibilities, and these are audited and tracked through a GP/AP development and deployment system.

During support stage 105, transition management 136 delivers an approved detailed questionnaire with quality questions in a logical format that allows end-users to express their opinion and provide information that meets the survey objective. Support stage 105 includes a plan for communicating the survey results to the participants and taking action in response to the survey results. This stage also incorporates a continuing education plan for training new employees as well as continually updating the material so that reflects the latest version of the application.

The survey in stage 105 is structured to determine the end users' perception of the new system, system ease of use, response time from both the system and CSC (Customer Service Center), and customer knowledge level of processes and product. Results of the survey are compiled and presented to the client and Enterprise Management Teams along with action plans, time tables, expected results for approval, and implementation. A Lessons Learned document is reviewed with the project team and appropriate adjustments made for future engagements.

Project Manager 126 provides a quality function task

after "Go Live". This task aims at checking the implementation of the EPS Offering to determine if anything needs special attention or focus. It is also the formal sign-off on the final delivery of the implementation by the customer. Its deliverables include:

(1) Customer accepts delivery of the EPS general procurement offering implementation and signs off.

(2) Action list on issues and CR/PTR's, if applicable.

(3) Formal transition of operational responsibility to operations 98 and support management 96.

(4) Preliminary business benefits evaluation.

The Req/Cat and SAP technical teams 128, 138 provide ongoing reviews and improvements to the client's process through the CR and PTR processes. These are formalized, documented processes with management controls to attain cost, schedule, and customer objectives.

As part of the new business process, support center 94 is established to provide long term assistance in any area of the application solution. This includes communication of feedback, real time application assistance, and special requests for problems concerning data.

It is the planned integration of these multi-functional teams that provides an innovative solution to the customer.

Representative Path Implementation of Project Preparation Stage 102

Referring to Figure 3B, a series of steps illustrating an exemplary critical path through project preparation stage 102 will be described. In step 150, using summary task template P92, an issue management plan is confirmed and refined.

While these steps 150-162 represent a path through the preparation stage 102, other summary and detail tasks designated in Table 4 as pertaining to stage 102 are typically included in the initial set of templates for this customer, and are also used as they are determined to be applicable. Some field entries are dynamic and changeable during the course of project preparation stage 102. The templates are also editable for a particular project, and do not necessarily continue during use to conform to the original format.

In step 150, the project manager accesses summary task template P92 and its subsidiary detail tasks in the course of confirming and refining project management standards and procedures, including an issue management plan, project documentation, and quality assurance standards, and creating a team building plan. Template P92 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report

models and checklists for guiding, coordinating and documenting the work of the project manager through the steps for doing so. Selected fields from template P92 are set forth in Table 9.

TABLE 9 SUMMARY TASK: CONFIRM AND REFINE PROJECT MANAGEMENT STANDARDS AND PROCEDURES

CREATION STATUS

Category:	Project Management
Team:	Project Office
Offering type:	Req/Cat Implementation Only, SAP Implementation Only, Req/Cat & SAP Implementation
Stage:	2. Project Preparation

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Milestone:	Yes
Critical path:	No

IMPLEMENTATION

Executed by:	Service Provider
Performed by:	Project Manager
Priority:	High
Work effort:	5 Days
Sequence:	Six Months Prior

SUMMARY TASK DETAILS

Description:

The purpose of this summary task is to establish clear guidelines on the Standards and Procedures for the Project to be able to address key issues throughout the project implementation.

The Issue Management Procedure outlines how open issues that

affects scope, budget, timeline and resources are resolved. Project Documentation is necessary for tracking, controlling and monitoring a project by storing and maintaining the result of the project activities. The level of detail to be captured for each document must be agreed to in order to ensure consistency and data accuracy.

Quality Assurance (QA) provides an independent and objective management review of the implementation project and identifies any risks to the project goals. The QA Standards assist the Customer Executive Management and Service Provider Project Manager in providing a second opinion of the implementation progress towards achieving the project goals.

The scope of the review is to investigate the application, technical and project management areas of the implementation. The review looks for good project implementation practices.

Implementations tend to be stressful, therefore Team spirit needs to be generated and maintained. It is important to take time out to relieve stress and recognize a job well done because motivation and inspiration always energize people. A Team Building plan must be created to schedule and arrange special events, and awards throughout the life of the project.

Assumptions:

Project scope and plan signed off by customer.

Prerequisites:

Project procedures (Technical Center Certification)

Critical success factors:

Adequate funding for team building activities
Strong discipline in project management standards and procedures

Deliverables:

1. Issue management procedure
2. Project documentation standards
3. Quality assurance standards
4. Team building plan

In step 152, the project office accesses detail task template P923 in the course of confirming and refining quality assurance standards. Template P923 provides,

either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the project office through the steps for doing so, as set forth in Table 10.

TABLE 10 SUMMARY TASK: CONFIRM AND REFINE QUALITY ASSURANCE STANDARDS

CREATION STATUS

Category:	Project Management
Team:	Project Office
Offering type:	Req/Cat, SAP, Req/Cat & SAP
Stage:	2. Project Preparation

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	No

IMPLEMENTATION

Executed by:	Service Provider
Performed by:	Project Manager
Priority:	Medium
Work effort:	1 days
Sequence:	Six Months Prior

SUMMARY TASK DETAILS

Description:

Quality Assurance (QA) is defined as the process required to assure that a project conforms to documented standards and meets documented requirements. As such, the focus lies heavily on overall project management rather than on assurance of specific project deliverables. The latter falls under Software Quality Assurance (SQA).

The purpose of this task is to confirm the Quality Assurance Standards between the Service Provider, Enterprise and the

Client, including the identification of tasks auditable by the Enterprise Technical Center.

The QA Review is a beneficial process for the project as it timely recognizes potential risk areas, reduces possibility of extended project timeline while achieving faster implementation, attaining low cost and increasing the Customer's level of confidence.

Prerequisites:

Project Procedures (Technical Center Certification)

Task Steps

Confirm and Refine Quality Assurance Standards with the Customer

-Setup QA schedule for the project
-Develop customer presentation

Review with Customer and obtain acceptance

-Agree with customer time and audience for review of Quality Assurance Standards
-Conduct review with customer and obtain acceptance of Quality Assurance Standards

Deliverables:

Agreed quality assurance standards for the project

In step 154, the transition management team, accesses summary task template PD2 and its subsidiary, or drill down, detail tasks, in the course of preparing a transition management strategy. Once the perspective client has signed the contract, Preparation Stage 102 is ready to begin. The purpose of the Preparation stage is to setup the project, initialize detail planning, and model the plan for making the transition from the legacy system and process at the client site to the new services process. The critical

element of this stage is to ensure resources are assigned to transition management, both from the project implementation team as well as from the client. In addition, there are a series of analysis worksheets to be completed that provide a framework for developing the final transition management plan that will be used in conjunction with a specific client. Finally, the objective of this stage is to "model" the transition activities required for a smooth migration from the old client process and system to the new service offering. The result will be a detailed Transition Management Plan that is specifically designed for the client. Key activities within the Preparation stage include: assign resources to the transition management effort, perform analysis on the client HR environment develop, and gain approval for the detailed transition management plan. Template 154 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the assessment team through the steps for doing so. The resulting deliverables are an updated and client specific Transition Management Strategy, updated input to the Client Transition Management Plan, a complete HR Analysis checklist, including organization structure, organization relationships, management job roles & responsibilities,

administration job roles & responsibilities, process/end user job roles & responsibilities, labor relations, general HR environment, and an approved Transition Management Plan.

In step 156, assuming that the assessment stage has resulted in a customer contract, the accounts payable analyst, assisted by the ledger expert, accesses summary task template P81 and its subsidiary detail task templates in the course of introducing the customer to the process. This introduction is intendèd to provide the customer with an overview introduction to the Golden Procurement and Accounts Payable processes. It is a prerequisite for the following detailed review of the individual Procurement and Accounts Payable processes. Template P81 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the analyst. The results are the development and delivery to the customer of a customer specific procurement and accounts payable process presentation, including a customer specific EPS procurement presentation by the procurement analyst, a procurement process presentation by the procurement analyst, a customer specific EPS accounts payable presentation by the accounts payable analyst, and an accounts payable process presentation conducted for the customer by the accounts

payable analyst.

In step 158, the architecture team, supported by Application Developer 116, Business Controls Analyst 132, Configurator, Customer 68, Network Architect, and Req/Cat 128, accesses detail task template P642 in the course of defining a bridge architecture project objectives document. An E-Req/Cat bridge identifies each interface into and out of E-Req/Cat. A SAP bridge identifies each interface into and out of the SAP system and current application extensions. Template P642 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the architecture and supporting teams. Table 11 illustrates selected fields from sample detail task template P642. A table is also provided to track the completion by the architect 122 of each step, including (1) update baseline documentation, (2) review SAP & e-Req/Cat bridge architecture, (3) document bridge architecture assumptions, (4) compile information, and (5) obtain POD sign off.

TABLE 11 DETAIL TASK: DEFINE BRIDGE ARCHITECTURE PROJECT OBJECTIVES DOCUMENT

CREATION STATUS	
Category:	I/t

Team:	Architecture
Offering type:	Req/Cat, SAP, Req/Cat&SAP implementation
Stage:	2. Project preparation

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	Yes

DETAIL TASK DETAILS

Description:

The task objective is to understand the information resources relevant to this project, collect detail information to complete diagrams and text that describe the client's current and future environment, compile the information and compare to pre defined requirements for the chosen service offering. From this information the high level gaps will be realized and preliminary resolutions can be determined and documented.

Much information is available from many sources. Some clients may have developed a technical architecture containing installation standards for systems and application designs. Therefore, organize this information into a format useful for the system design, and ensure it is complete and well understood. Use this documentation to ensure that a common understanding of the requirements exists among the designer, the client, and other parties.

- Review documentation collected in the Assessment stage
- Understand the current information technology infrastructure
- Update architecture documentation
- Identify the information technology rules that the system must obey
- Identify end users and end-user functions, and group them
- Identify the relationships of the business processes to the end users
- Identify the technical services that are required by each end-user function group
- Identify end-user function groups and required network services by location
- Document system management requirements
- Document requirements not covered specifically by the above
- Identify how the system will be evaluated by the client
- Assess possible cost constraints and benefits
- Document assumptions, issues, and questions

- Identify and document gaps and resolutions

Prerequisites:

Work Sessions have been held with Customer - Baseline documentation has been initiated from these work shops

Task steps:

1. Update Baseline Documentation - The bridge architecture baseline documentation was collected in a draft format from the detail work sessions in the Assessment stage of the project, this documentation should be updated based on information gained from interlock sessions with the SAP and Req/Cat configuration teams.

Update SAP bridge architecture baseline
- Validate with SAP configuration team
  - ~ Identify configuration dependencies
  - ~ Resolve conflicts between SAP configuration constraints and bridge requirements
- Validate with Business Operations staff
  - ~ Obtain concurrence on business operations roles and responsibilities

Update E-Req/Cat bridge architecture baseline
- Validate with E-Req/Cat architecture and design teams
  - ~ Identify configuration dependencies
  - ~ Resolve conflicts between e-Req/Cat configuration and design constraints and bridge requirements
- Obtain copy of e-Req/Cat system architecture from architecture team

Develop bridge description matrix
- Define all SAP bridges
  - ~ Bridge names
  - ~ IFDT Names
  - ~ IP Addresses
    - > Production
    - > Test
- Define all e-Req/Cat bridges
  - ~ Bridge names
  - ~ Data type names
  - ~ IP Addresses
    - > Production
    - > Test

Document network traffic estimates
- Bridge transmission frequency
- Average file size
- Average number of records per file
- Project file size growth
- Assumptions

2. Review SAP & e-Req/Cat Bridge Architecture - All documentation must be reviewed with the respective team members for confirmation and validation.

Network Architect
- For each bridge
  - ~ Transmission protocols to be used
  - ~ IP addresses of all systems
  - ~ Network traffic estimates
- Obtain copy of network architecture

Business Controls
- For each bridge review and obtain concurrence
  - ~ Control points
  - ~ Data flows (cross platform communication)

Systems Management & Test teams
- Validate assumptions on SAP landscape
- Identify additional hardware and software required
- Preliminary workload assessment for each team

3. Document Bridge Architecture Assumptions - For each bridge and application extension provide a brief description containing:

Functional Overview
Are existing applications to be used
Will existing applications require change
- Briefly describe changes

Will new applications need to be developed

4. Compile information - Information collected in the previous step must be compiled and placed in a manageable format to document the scope of the project from a Bridge Architecture perspective. Complete the POD with the following information:

-Bridge Architecture Inventory
-Bridge Definition Matrix
-Bridge Architecture Assumptions & Guidelines:
- Hardware / Software
  - ~ SAP Landscape - IGS SDC
  - ~ SAP Release Level - IGS SDC
  - ~ Req/Cat Staging Server - Req/Cat AD
  - ~ Currency Exchange Rates Server - Architect
  - ~ Fax Server - IGS SDC
- Control Data and Master Data (SAP & E-ReqCat)
  - For Example:
  - ~ Chart of Accounts - SAP/E-ReqCat Customization
  - ~ Cost Center Updates to SAP Inbound Interface (IP) - SAP Customization
  - ~ Vendor Data Conversion - Vendor Group
  - ~ Vendor Cross Reference File - Vendor Group
  - ~ Currency Exchange Rates - Architect
  - ~ PO Data Conversion from different versions of SAP (Optional) - SAP Customization

~ HR Extract (E-ReqCat)
- Bridges (SAP Bridges & E-ReqCat)
For Example:
~ Requisition & Catalog System - Req/Cat AD
~ EDI Processing - EDI
~ Non-PO Invoice Processing -AP Operations
~ AP Image Outbound Interface - AP Operations
~ Goods Receipt Processing - GP Operations / SAP Customization
~ Check Payments Outbound Interface - SAP Customization / AP Operations
~ Positive Pay Outbound Interface - SAP Customization / AP Operations
~ Check Recon Inbound Interface - SAP Customization / AP Operations
~ Duplicate Payment Audit Outbound Interface - SAP Customization / AP Operations
~ Accounting Data Reclassification Inbound Bridge from CLS (IP) - AP Operations
~ Ledger Outbound Interface (IP) - AP Operations
~ IRS 1099 / 1042 Reporting (IP) - AP Operations
~ BDW Outbound Interfaces (IP) - Customer
~ SAP Document Archiving - GP Operations / AP Operations
- Application Extensions
- High level description of the current hardware and software systems
- High level description of the networks that link them
- Present the completed POD and associated Bridge
- Architecture diagrams to the Project Manager for inclusion in the Project Definition Deliverables to be reviewed with the Customer

5. Obtain POD Sign Off - The POD should be reviewed with the Customer Representative and the Enterprise Procurement Services Process Owner and each must approve by signing the document.
Deliverables:

Validated SAP & e-Req/Cat Bridge Architecture
SAP Landscape & e-Req/Cat System Architecture
Network Architecture & Network Sizing
Bridge Description Matrix

Completed / Signed I/T Project Objectives Document (POD): This document defines the Application Architecture that will be implemented for the selected service offering. The Application Architecture identifies all of the Interfaces (Bridges) between inbound / outbound systems and all of the Application Extensions required to support the General Procurement and Accounts Payable Business processes.

Infrastructure Requirements Specification: Gathers all the

relevant requirements that influence the infrastructure design for each integration point and gap, as input to the subsequent design tasks.

- Business Environment
- Information technology environment
- Users, processes, data
- Service levels
    - ~ Capacity and performance
        - ~ Availability
        - ~ Security
        - ~ System Management
    - Viability
        - ~ Reasonableness
        - ~ Risk
        - ~ Issues and Assumptions

Architecture Overview: A reconciled view of the Future Logical Data and Future Logical Process Models representing the total set of applications, information systems, manual systems, management systems, procedures, organizational structures, objectives, and goals that will make up the business system in the future. It represents the scope of the project effort and, in general, it consists of an integrated process and entity model.

The business model is used to describe the future task flow for the new business system as defined in the business model to determine the effectiveness of the business solution or business system. The business model is also used to capture and document the design decisions made as a result of reviewing the scope of the new business system, business needs and trends, and the objectives and constraints.

Methodology attachments:

The following document links will provide the attachments necessary to complete this task:

Project Objectives Document =>
Network Sizing Document =>
Initial Baseline documentation created in Perform Bridge Architecture Integration Point Interfaces Work Session see the Project Attachments field within the Project Reference Area Section =>

PROJECT REFERENCE AREA

In step 160, the project office team 126 accesses

detail task template P911 in the course of confirming project scope and implementation strategy. The purpose of this task is to confirm the project scope and implementation strategy including assumptions agreed upon during the assessment phase. This includes development of detailed project plan with specification of deliverables. Any changes applied to the project scope, implementation strategy and deliverables after sign-off will be managed via Change Requests. It is also important to review and agree on the assumptions that the scope and implementation strategy is based on. Any changes to assumption made in the assessment phase can lead to changes in scope and potentially implementation strategy as well. Once the scope and implementation strategy is agreed upon a Key Milestone Plan can be developed outlining the main deliverables for each phase and the associated costs. Template P911 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the project office team through the steps for doing so, including (1) reviewing and confirming project scope based on an engagement assessment or contractual agreement with the customer, (2) reviewing and confirming the implementation strategy, developing a key milestone chart, obtaining the customer approval of project

scope, cost, key milestones and implementation strategy, and reviewing with key team leads to prepare project plan and resource assignments.

In step 162, the project manager team 126 accesses summary task template P94 and selected subsidiary detail task templates in the course of preparing the project team. The purpose of this task is to ensure the implementation team is knowledgeable of the project approach and responsibilities, and ensure Team members possess the skills required to perform the tasks. The prerequisites are completion of the implementation strategy, project organization, project plan, and project scope. The Project Manager reviews the project scoping document and prepares a presentation of scope, business requirements and project goals to ensure that the project team have sufficient knowledge of the project plans. The Kick-off Meeting formally announces the initiation of the project; Consultants, Steering Committee, Senior Management, Project Managers from the Customer and service provider must be involved. Template P94 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the project manager team.

Advantages over the Prior Art

It is an advantage of the invention that there is provided a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

It is an advantage of the invention that there is provided an optimized solution for out-sourcing procurement of goods and services.

It is an advantage of the invention that there is provided a system and method for training service providers.

It is an advantage of the invention that there is provided a system and method for managing service providers to assure quality of service.

It is an advantage of the invention that there is provided a system and method for managing a project.

It is an advantage of the invention that there is provided an optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle time.

Alternative Embodiments

It will be appreciated that, although specific embodiments of the invention have been described herein for purposes of illustration, various modifications may be made

without departing from the spirit and scope of the invention. In particular, it is within the scope of the invention to provide a computer program product or program element, or a program storage or memory device such as a solid or fluid transmission medium, magnetic or optical wire, tape or disc, or the like, for storing signals readable by a machine, for controlling the operation of a computer according to the method of the invention and/or to structure its components in accordance with the system of the invention.

Further, each step of the method may be executed on any general computer, such as an IBM System 390, AS/400, PC or the like and pursuant to one or more, or a part of one or more, program elements, modules or objects generated from any programming language, such as C++, Java, Pl/1, Fortran or the like. And still further, each said step, or a file or object or the like implementing each said step, may be executed by special purpose hardware or a circuit module designed for that purpose.

Accordingly, the scope of protection of this invention is limited only by the following claims and their equivalents.

CLAIMS

We claim:

1. A system for preparing a general procurement and accounts payable application, comprising:

a server;

a storage device connected to said server;

a plurality of team terminals;

a communication link interconnecting said server and said terminals;

said server being operable for (1) maintaining a database of templates describing procedures for preparing said application on said storage device and (2) serving said templates to team members operating said terminals for coordinating, recording and tracking team activities with respect to said application.

2. The system of claim 1, each said template storing, either directly or by way of links to other documents, one or more instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of said enterprise teams.

3. The system of claim 2, said procedures including tasks for performing analysis on the customer human relations environment, including a plurality from the set including organization structure and relationships, labor relations, management, administration, end user roles and responsibilities, and general human relations environment; developing and approving a detailed transition management and communication plan; updating a customer specific transition management strategy; and defining a quality assurance process.

4. A method for preparing a general procurement and accounts payable application, comprising the steps of:

maintaining a database of templates describing

procedures for preparing a general procurement and accounts payable application;

operating a plurality of web-enabled user terminals to access via a server said database for coordinating tasks by a plurality of enterprise teams implementing said procedures.

5. The method of claim 4, each said template storing, either directly or by way of links to other documents, one or more instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of said enterprise teams.

6. The method of claim 5, said tasks including procedures for setting up a customer specific application, initializing detail planning, and modeling a plan for making a transition from a legacy application of said customer to a new application.

7. The method of claim 6, said tasks further including procedures for assigning resources to transition

management functions from a project implementation team and from said customer.

8. The method of claim 6, said tasks further including procedures for modeling the transition from said legacy application to said new application.

9. The method of claim 6, said tasks further including procedures for preparing a transition management plan specifically designed for said customer.

10. The method of claim 5, said tasks including procedures for

performing analysis on the customer human relations environment, including a plurality of the set including organization structure and relationships, labor relations, management, administration, end user roles and responsibilities, and general human relations environment;

developing and approving a detailed transition

management and communication plan;

updating a customer specific transition management strategy; and

defining a quality assurance process.

11. The method of claim 10, said defining step further including the steps of:

identifying quality assurance processes for auditing during implementation of said application;

confirming and refining quality assurance standards with said customer;

confirming that technical requirements can be met;

confirming that business and financial measurements can be met;

confirming that required processes have been followed during preparation of said application; and

establishing a quality assurance schedule for development and deployment of said application.

12. The method of claim 5, said tasks including procedures for generating a plurality of documents selected from the set of documents including configuration standards, testing strategy, production support and operations strategy, accounting system management strategy, front end server strategy, network computing strategy, and vendor conversion strategy.

13. A program storage device readable by a machine, tangibly embodying a program of instructions executable by a machine to perform method steps for preparing a general procurement and accounts payable application, said method steps comprising:

maintaining a database of templates describing procedures for preparing a general procurement and accounts payable application;

operating a plurality of web-enabled user terminals to access via a server said database for coordinating

tasks by a plurality of enterprise teams implementing said procedures, each said template storing, either directly or by way of links to other documents, materials for guiding, coordinating and documenting the work of said enterprise teams.

14. An article of manufacture comprising:

a computer useable medium having computer readable program code means embodied therein for preparing a general procurement and accounts payable application, the computer readable program means in said article of manufacture comprising:

computer readable program code means for causing a computer to effect maintaining a database of templates describing procedures for preparing a general procurement and accounts payable application;

computer readable program code means for causing a computer to effect operating a plurality of web-enabled user terminals to access via a server said database for coordinating tasks by a plurality of enterprise teams implementing said procedures, each said template

storing, either directly or by way of links to other documents, one or more instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of said enterprise teams.

15. A computer program product or computer program element for preparing a general procurement and accounts payable application according to the steps including:

maintaining a database of templates describing procedures for preparing a general procurement and accounts payable application;

operating a plurality of web-enabled user terminals to access via a server said database for coordinating tasks by a plurality of enterprise teams implementing said procedures, said templates storing, either directly or by way of links to other documents, materials for guiding, coordinating and documenting the work of said enterprise teams.

SYSTEM AND METHOD FOR PROJECT PREPARING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

Abstract of the Disclosure

A system for deploying to a client accounting installation a general procurement and accounts payable application specifically configured for the client by an enterprise includes a database server for (1) maintaining on a storage device a database of templates describing procedures for assessing, preparing, developing, deploying and supporting the application, and for (2) serving these templates to team members operating web-enabled terminals for coordinating, recording and tracking team activities with respect to the application while generating a description for adapting a front end server and an accounting system server to the requirements of the client.

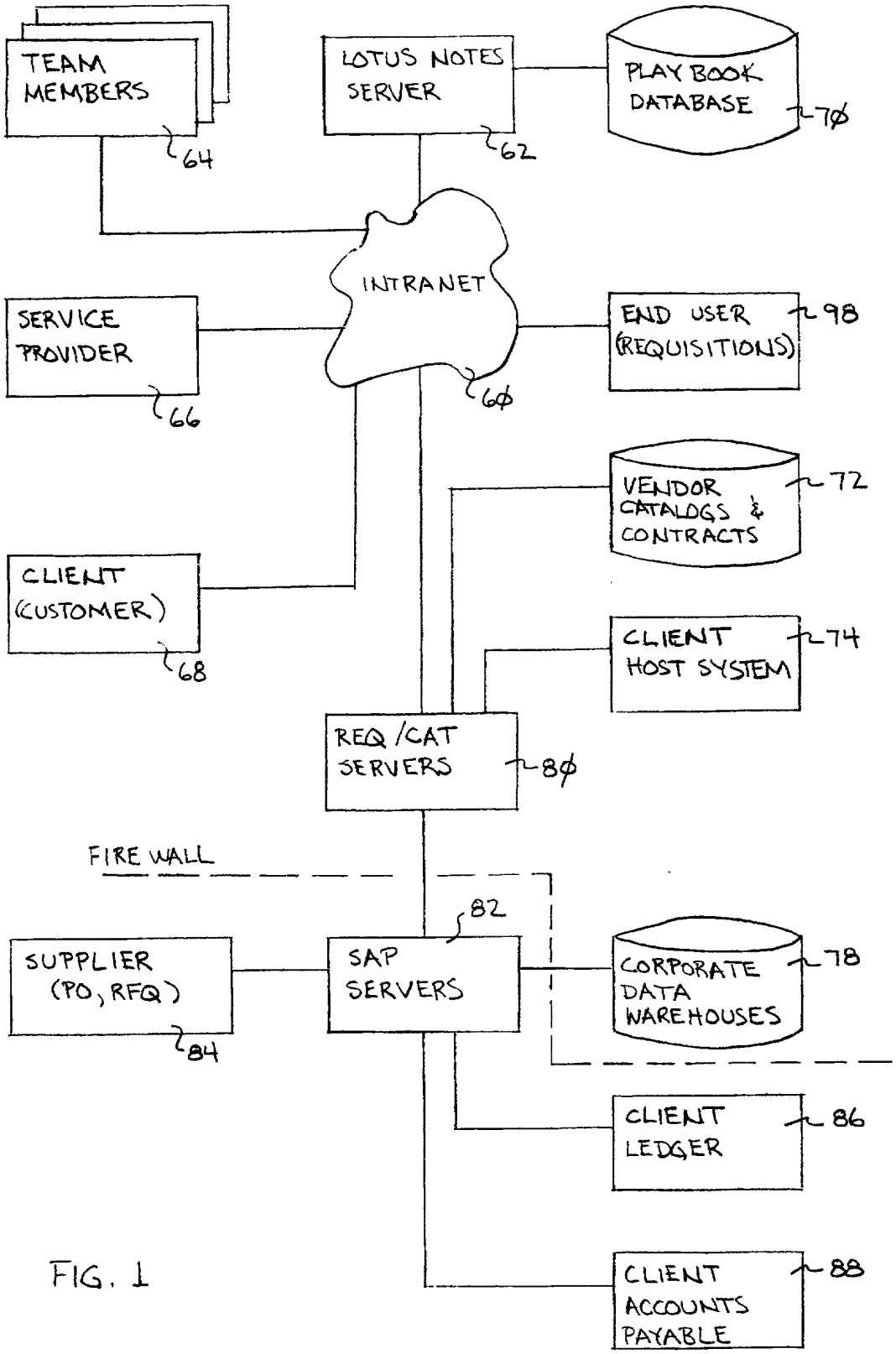
TEAM MEMBERS
64
LOTUS NOTES SERVER
62
PLAY BOOK DATABASE
70
INTRANET
60
SERVICE PROVIDER
66
END USER (REQUISITIONS)
98
VENDOR CATALOGS & CONTRACTS
72
CLIENT (CUSTOMER)
68
CLIENT HOST SYSTEM
74
REQ/CAT SERVERS
80
FIRE WALL
82
SUPPLIER (PO, RFQ)
84
SAP SERVERS
CORPORATE DATA WAREHOUSES
78
CLIENT LEDGER
86
CLIENT ACCOUNTS PAYABLE
88

FIG. 1

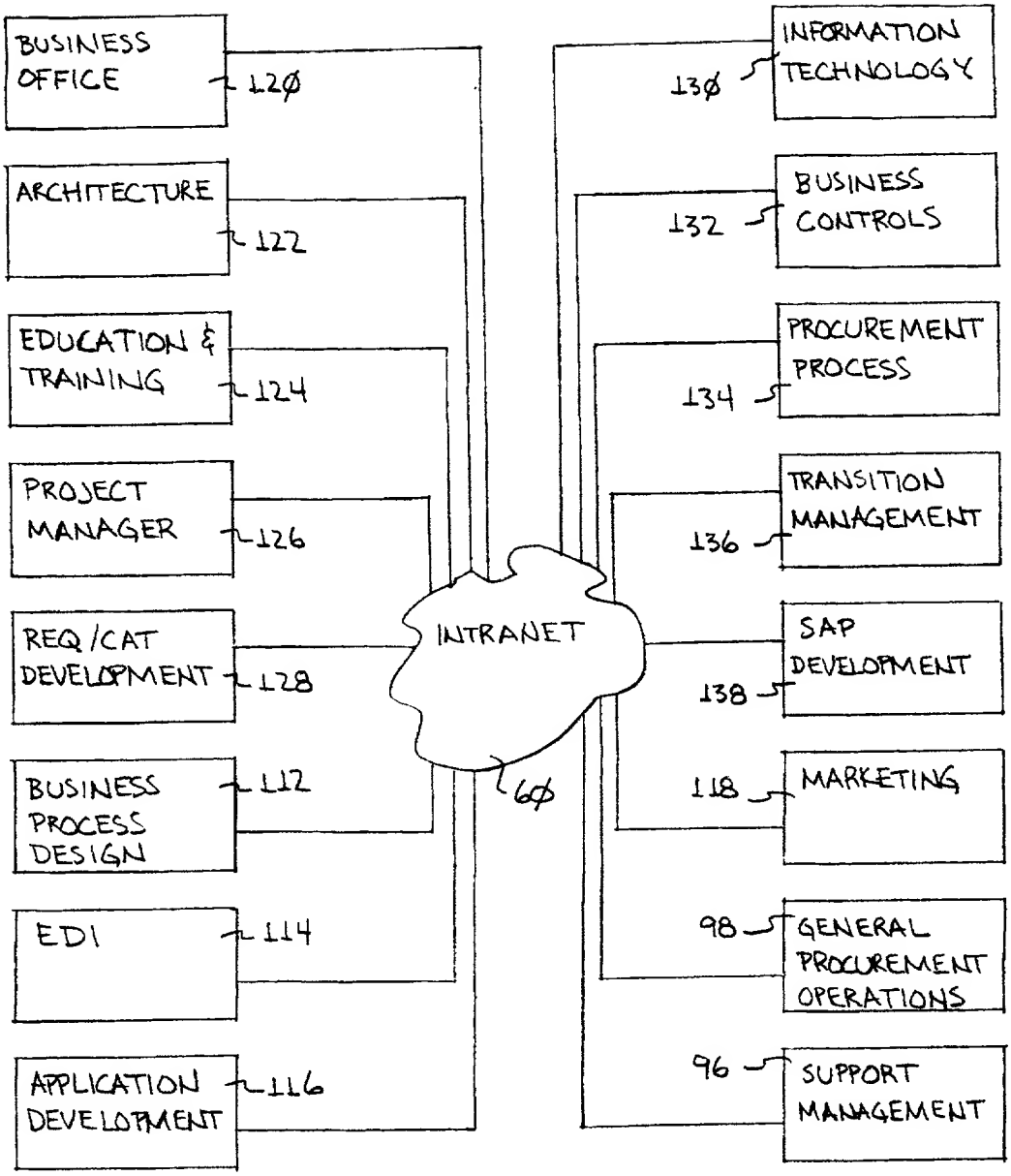
BUSINESS OFFICE
120
ARCHITECTURE
122
EDUCATION & TRAINING
124
PROJECT MANAGER
126
REQ/CAT DEVELOPMENT
128
BUSINESS PROCESS DESIGN
112
EDI
114
APPLICATION DEVELOPMENT
116
INTRANET
60
INFORMATION TECHNOLOGY
130
BUSINESS CONTROLS
132
PROCUREMENT PROCESS
134
TRANSITION MANAGEMENT
136
SAP DEVELOPMENT
138
MARKETING
118
GENERAL PROCUREMENT OPERATIONS
98
SUPPORT MANAGEMENT
96

FIG. 2

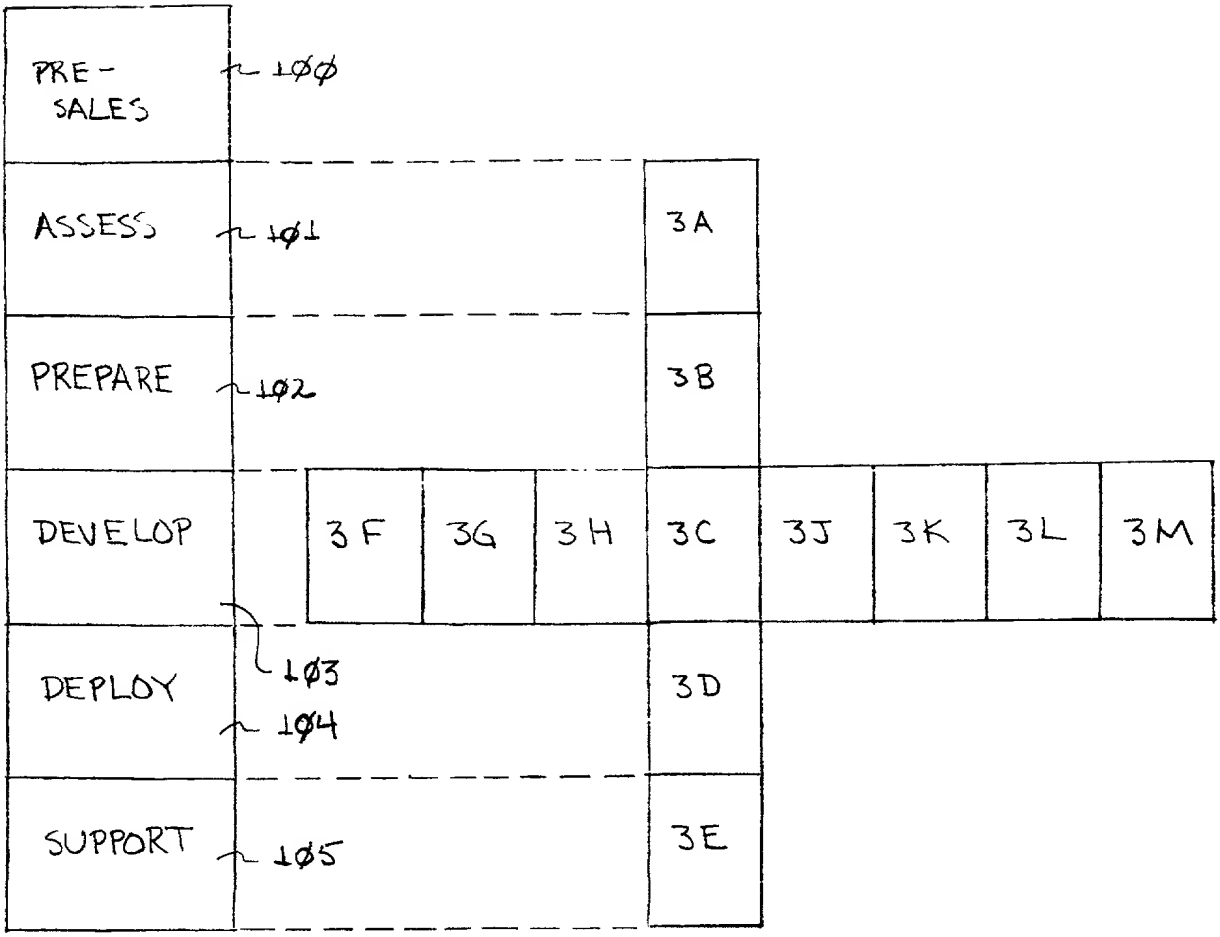
PRE-SALES
100
ASSESS
101
3A
PREPARE
102
3B
DEVELOP
3F
3G
3H
3C
3J
3K
3L
3M
103
DEPLOY
104
3D
SUPPORT
105
3E

FIG. 3

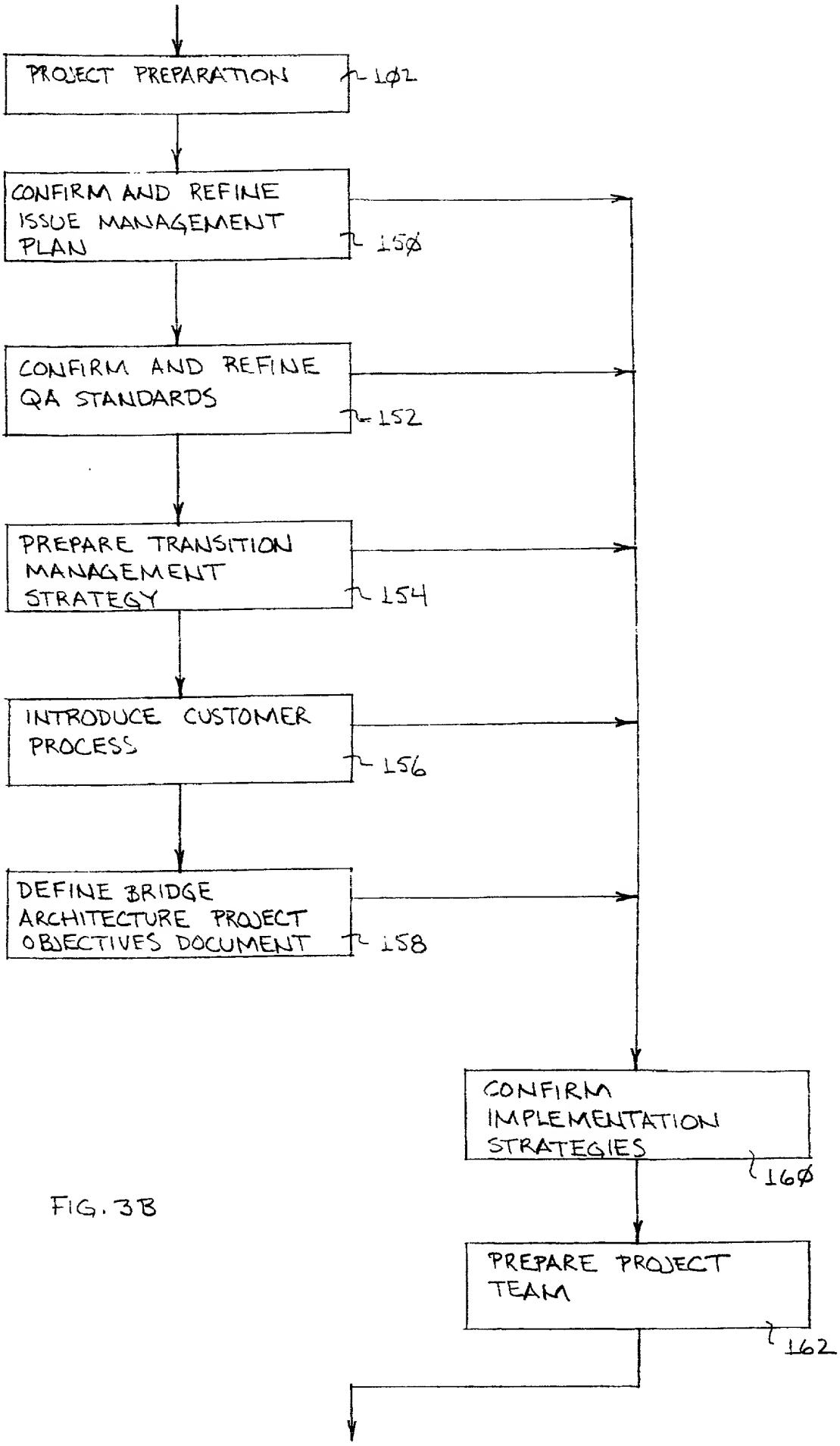
PROJECT PREPARATION
150
CONFIRM AND REFINE ISSUE MANAGEMENT PLAN
150
CONFIRM AND REFINE QA STANDARDS
152
PREPARE TRANSITION MANAGEMENT STRATEGY
154
INTRODUCE CUSTOMER PROCESS
156
DEFINE BRIDGE ARCHITECTURE PROJECT OBJECTIVES DOCUMENT
158
CONFIRM IMPLEMENTATION STRATEGIES
160
PREPARE PROJECT TEAM
162

FIG. 3B

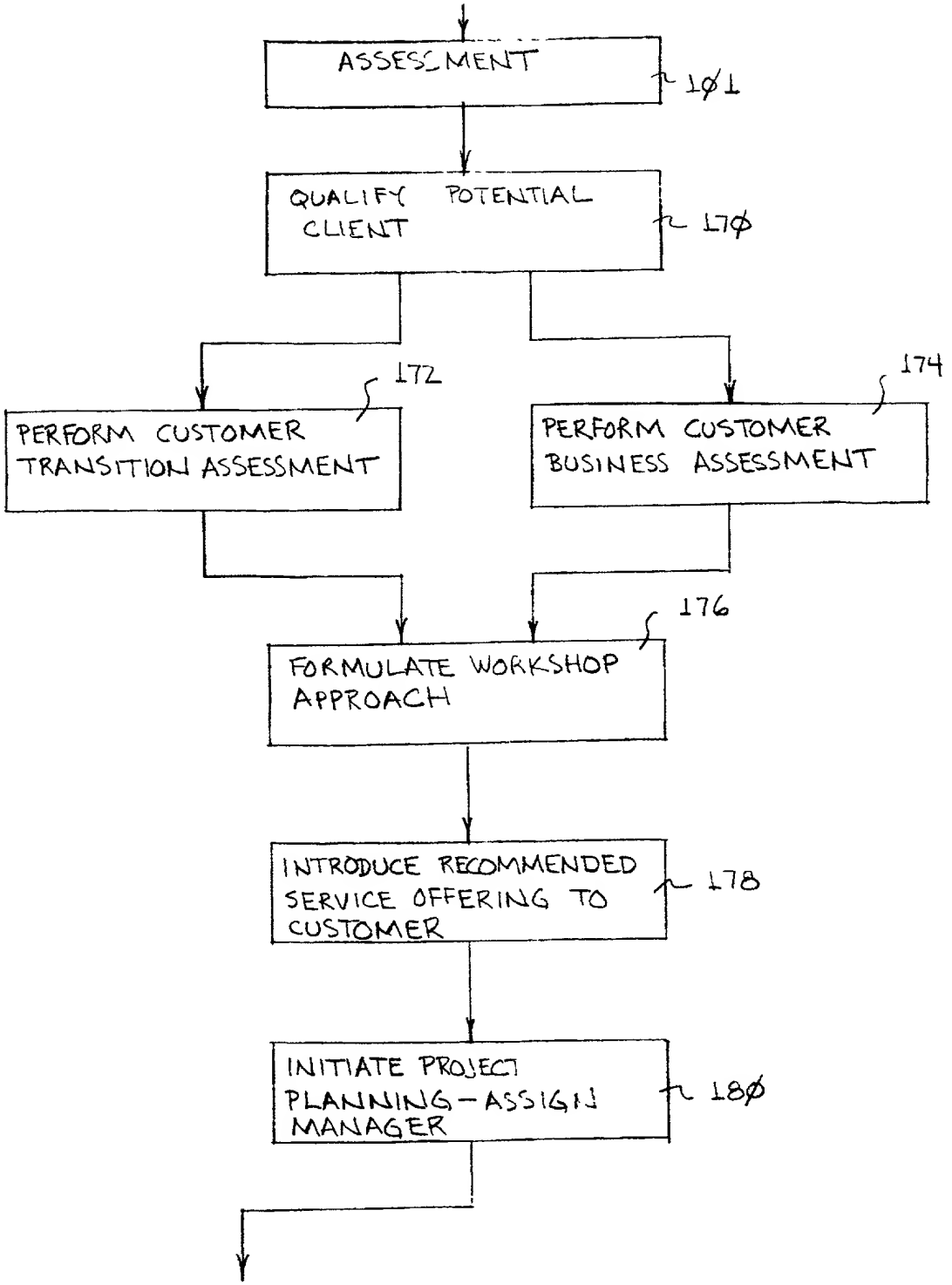
ASSESSMENT
101
QUALIFY POTENTIAL CLIENT
170
172
PERFORM CUSTOMER TRANSITION ASSESSMENT
174
PERFORM CUSTOMER BUSINESS ASSESSMENT
176
FORMULATE WORKSHOP APPROACH
INTRODUCE RECOMMENDED SERVICE OFFERING TO CUSTOMER
178
INITIATE PROJECT PLANNING - ASSIGN MANAGER
180

FIG. 3A

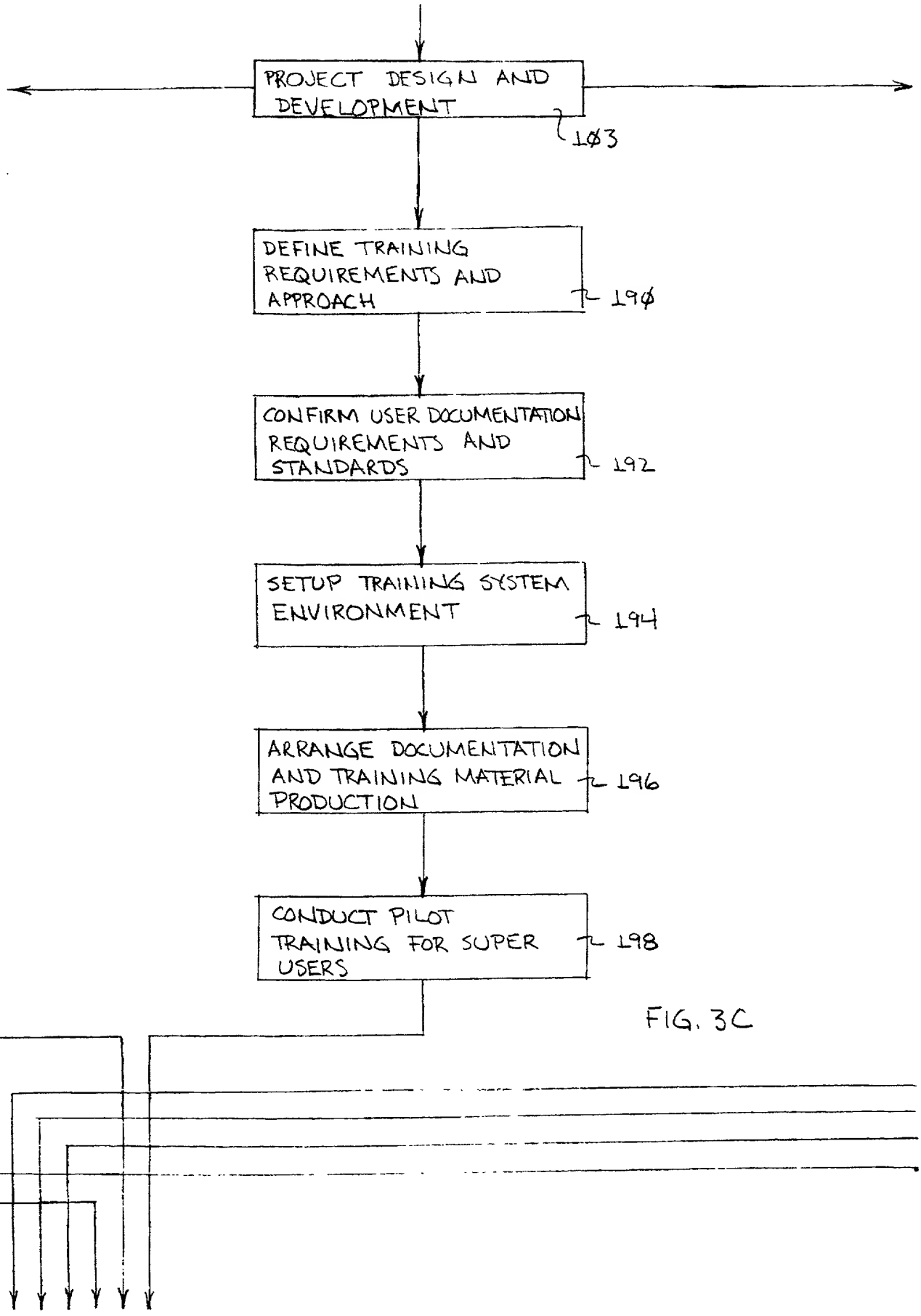
PROJECT DESIGN AND DEVELOPMENT
103
DEFINE TRAINING REQUIREMENTS AND APPROACH
190
CONFIRM USER DOCUMENTATION REQUIREMENTS AND STANDARDS
192
SETUP TRAINING SYSTEM ENVIRONMENT
194
ARRANGE DOCUMENTATION AND TRAINING MATERIAL PRODUCTION
196
CONDUCT PILOT TRAINING FOR SUPER USERS
198

FIG. 3C

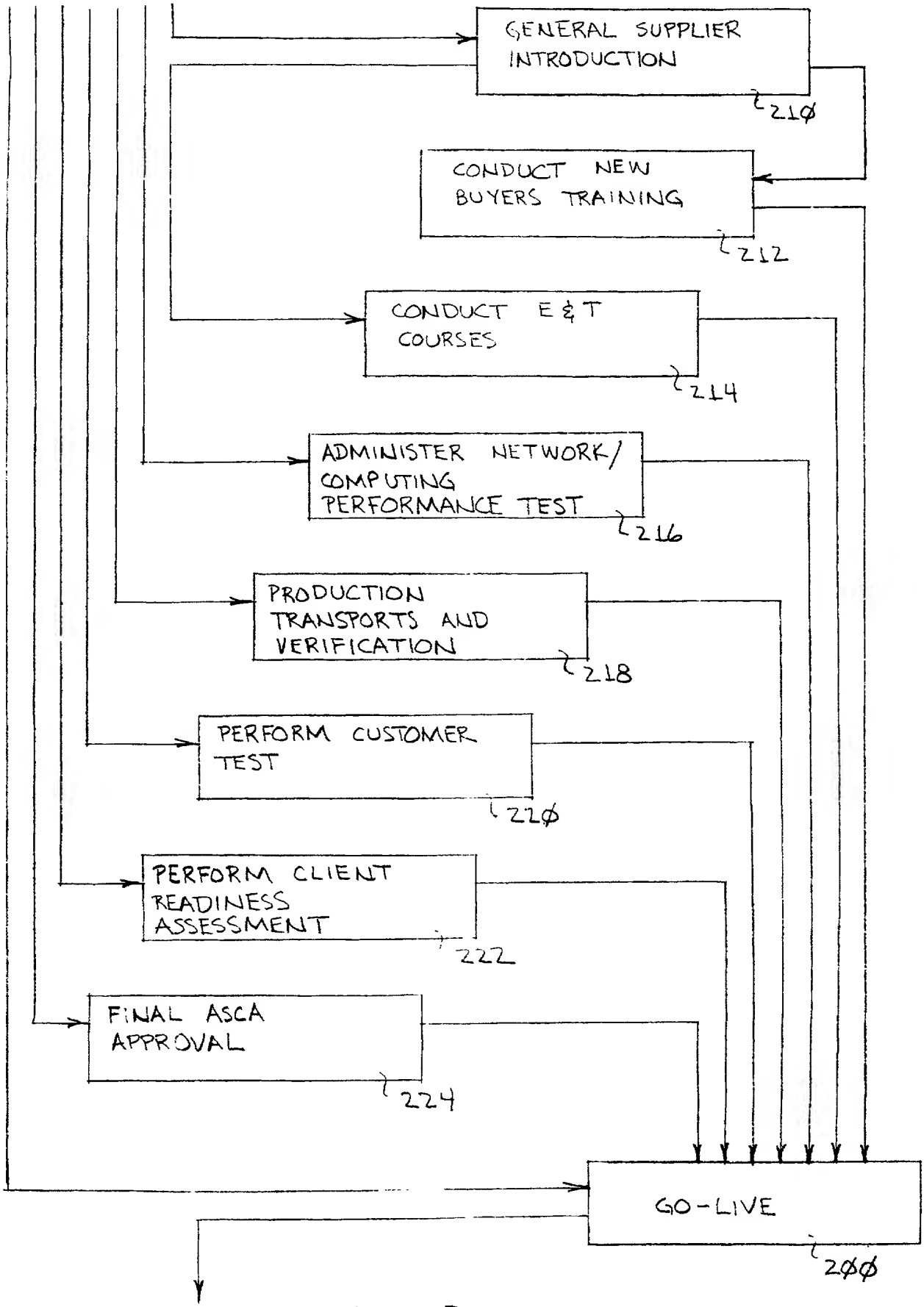
GENERAL SUPPLIER INTRODUCTION
210
CONDUCT NEW BUYERS TRAINING
212
CONDUCT E & T COURSES
214
ADMINISTER NETWORK/ COMPUTING PERFORMANCE TEST
216
PRODUCTION TRANSPORTS AND VERIFICATION
218
PERFORM CUSTOMER TEST
220
PERFORM CLIENT READINESS ASSESSMENT
222
FINAL ASCA APPROVAL
224
GO-LIVE
200

FIG. 3D

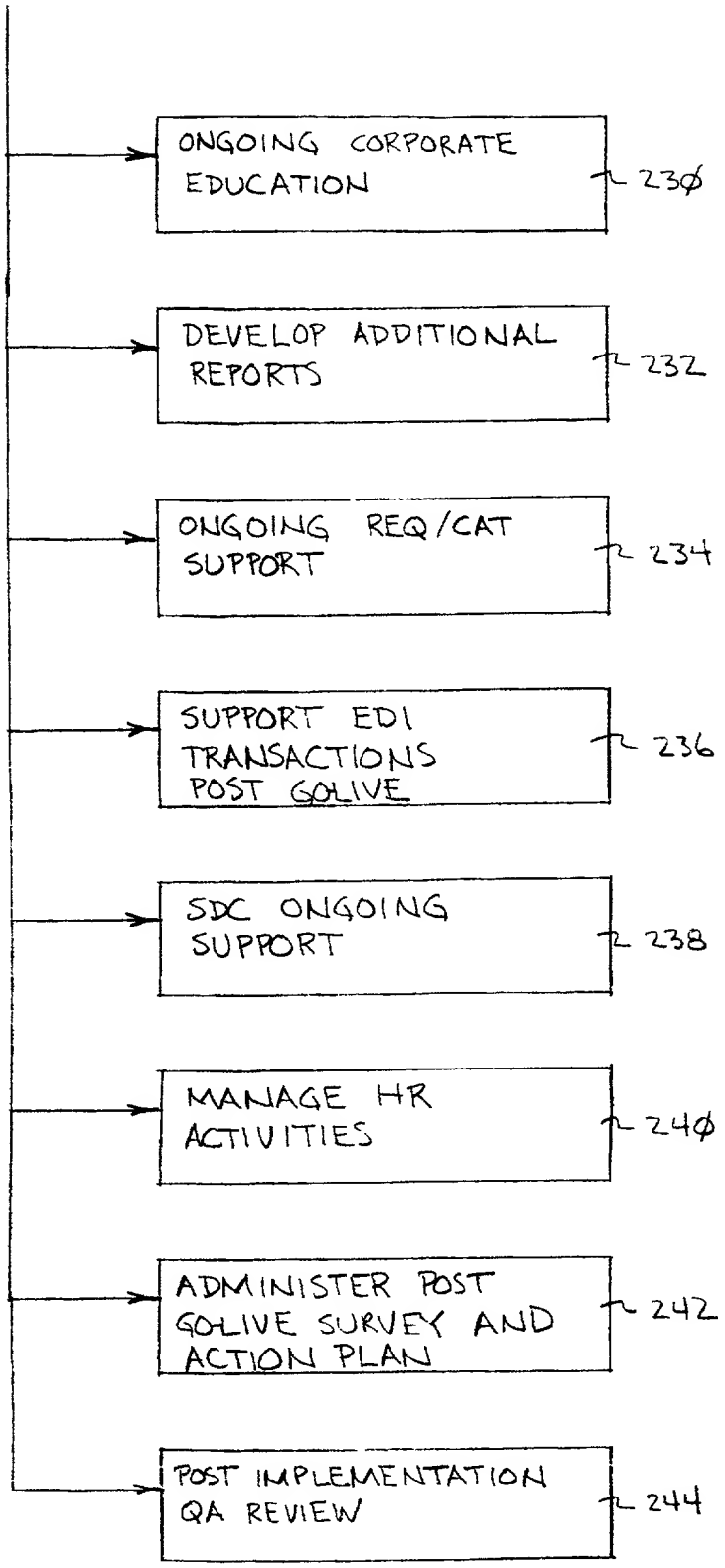
ONGOING CORPORATE EDUCATION
230
DEVELOP ADDITIONAL REPORTS
232
ONGOING REQ/CAT SUPPORT
234
SUPPORT EDI TRANSACTIONS POST GOLIVE
236
SDC ONGOING SUPPORT
238
MANAGE HR ACTIVITIES
240
ADMINISTER POST GOLIVE SURVEY AND ACTION PLAN
242
POST IMPLEMENTATION QA REVIEW
244

FIG. 3E

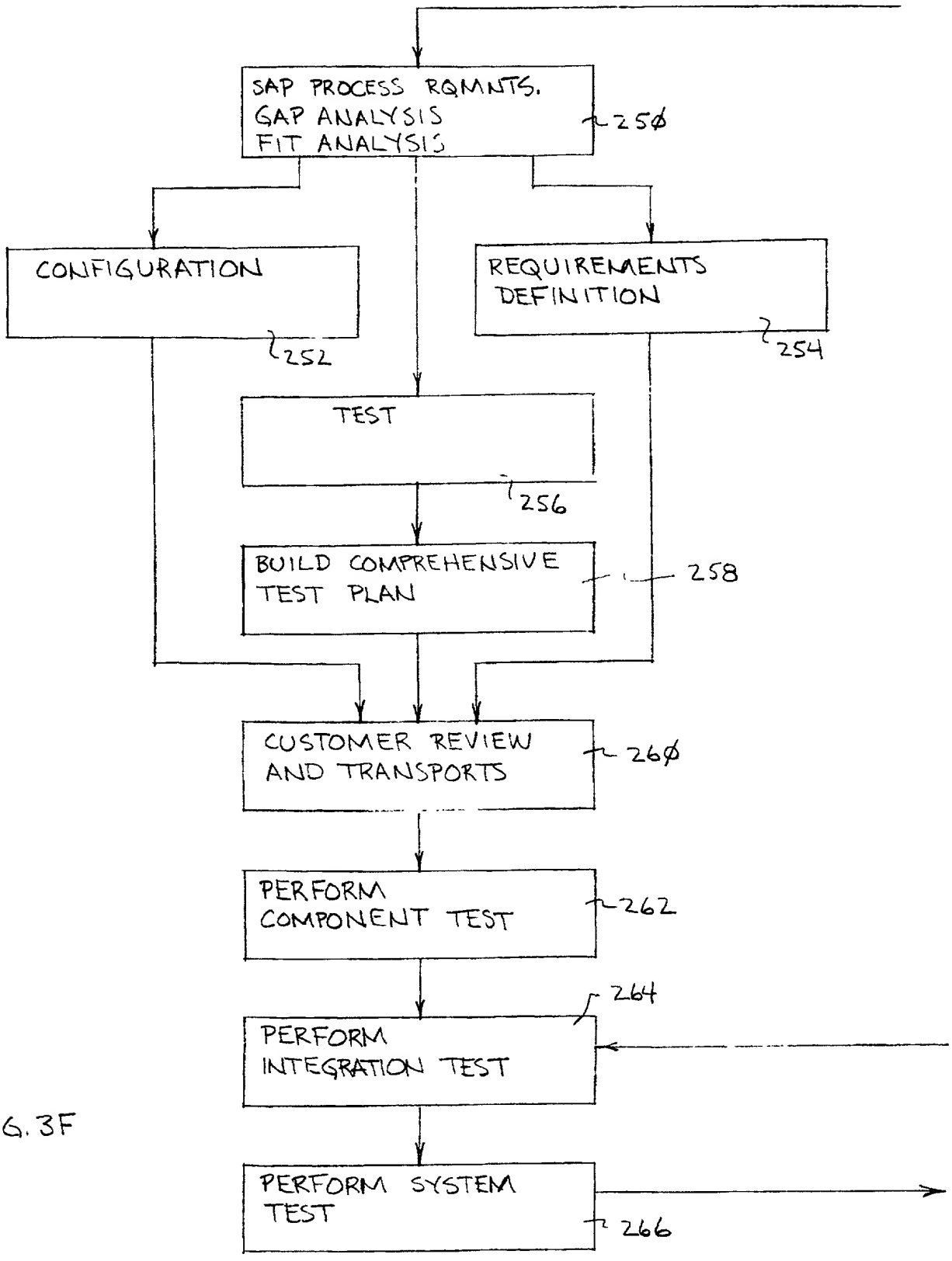
SAP PROCESS RQMNTS.
GAP ANALYSIS
FIT ANALYSIS
250
CONFIGURATION
252
REQUIREMENTS DEFINITION
254
TEST
256
BUILD COMPREHENSIVE TEST PLAN
258
CUSTOMER REVIEW AND TRANSPORTS
260
PERFORM COMPONENT TEST
262
264
PERFORM INTEGRATION TEST
PERFORM SYSTEM TEST
266

FIG. 3F

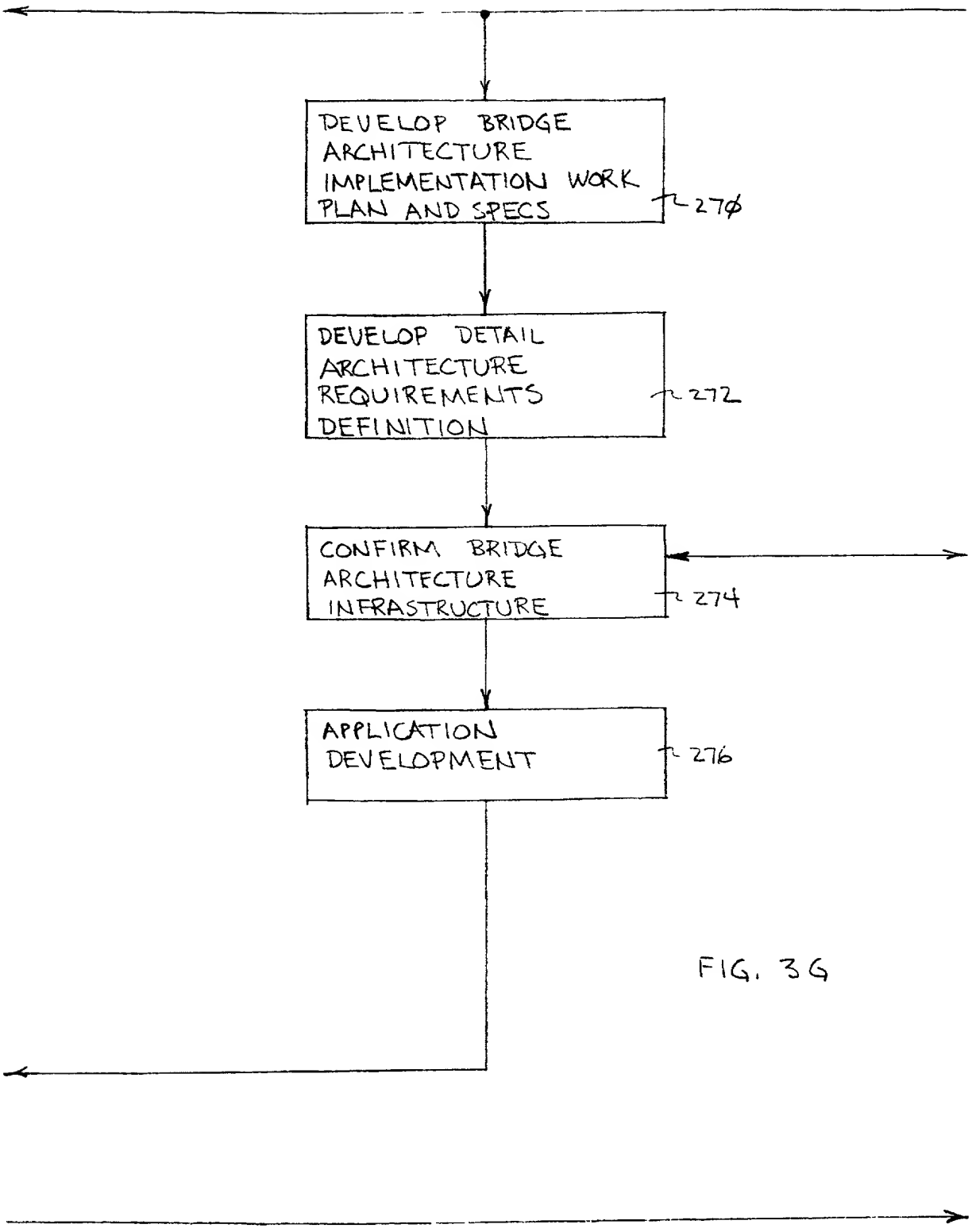
DEVELOP BRIDGE ARCHITECTURE IMPLEMENTATION WORK PLAN AND SPECS
270
DEVELOP DETAIL ARCHITECTURE REQUIREMENTS DEFINITION
272
CONFIRM BRIDGE ARCHITECTURE INFRASTRUCTURE
274
APPLICATION DEVELOPMENT
276

FIG. 3G

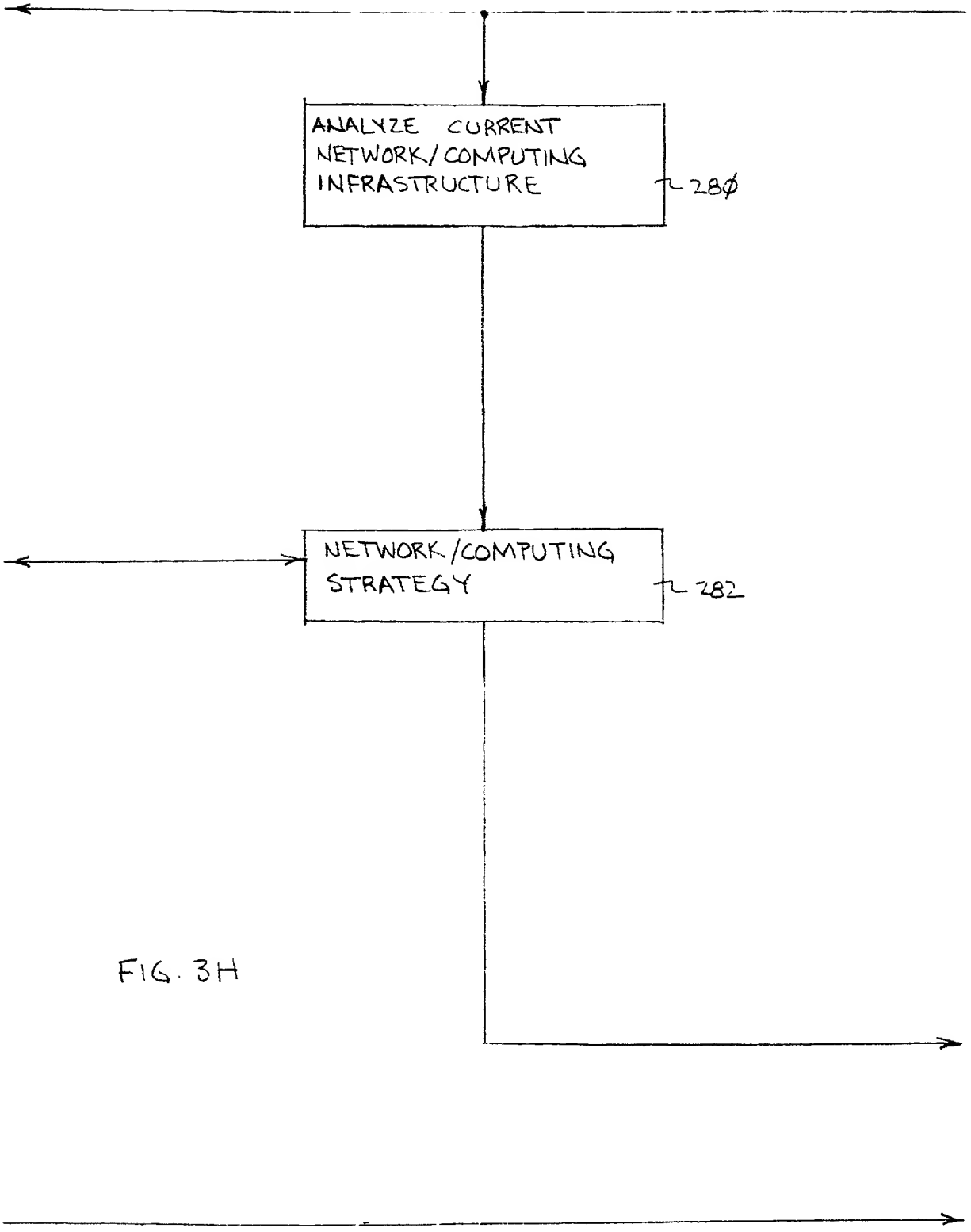
ANALYZE CURRENT NETWORK/COMPUTING INFRASTRUCTURE
280
NETWORK/COMPUTING STRATEGY
282

FIG. 3H

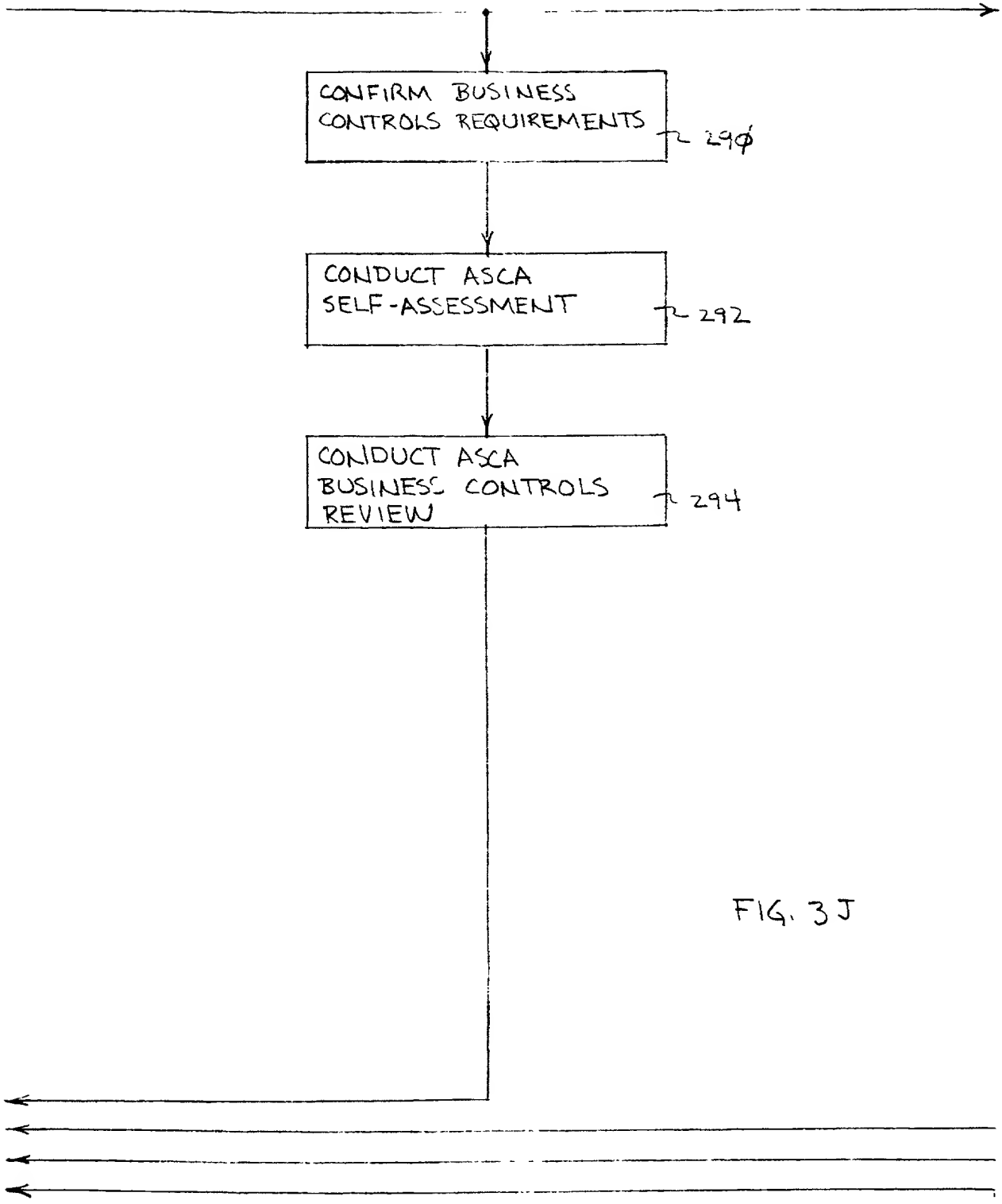
CONFIRM BUSINESS CONTROLS REQUIREMENTS
290
CONDUCT ASCA SELF-ASSESSMENT
292
CONDUCT ASCA BUSINESS CONTROLS REVIEW
294

FIG. 3J

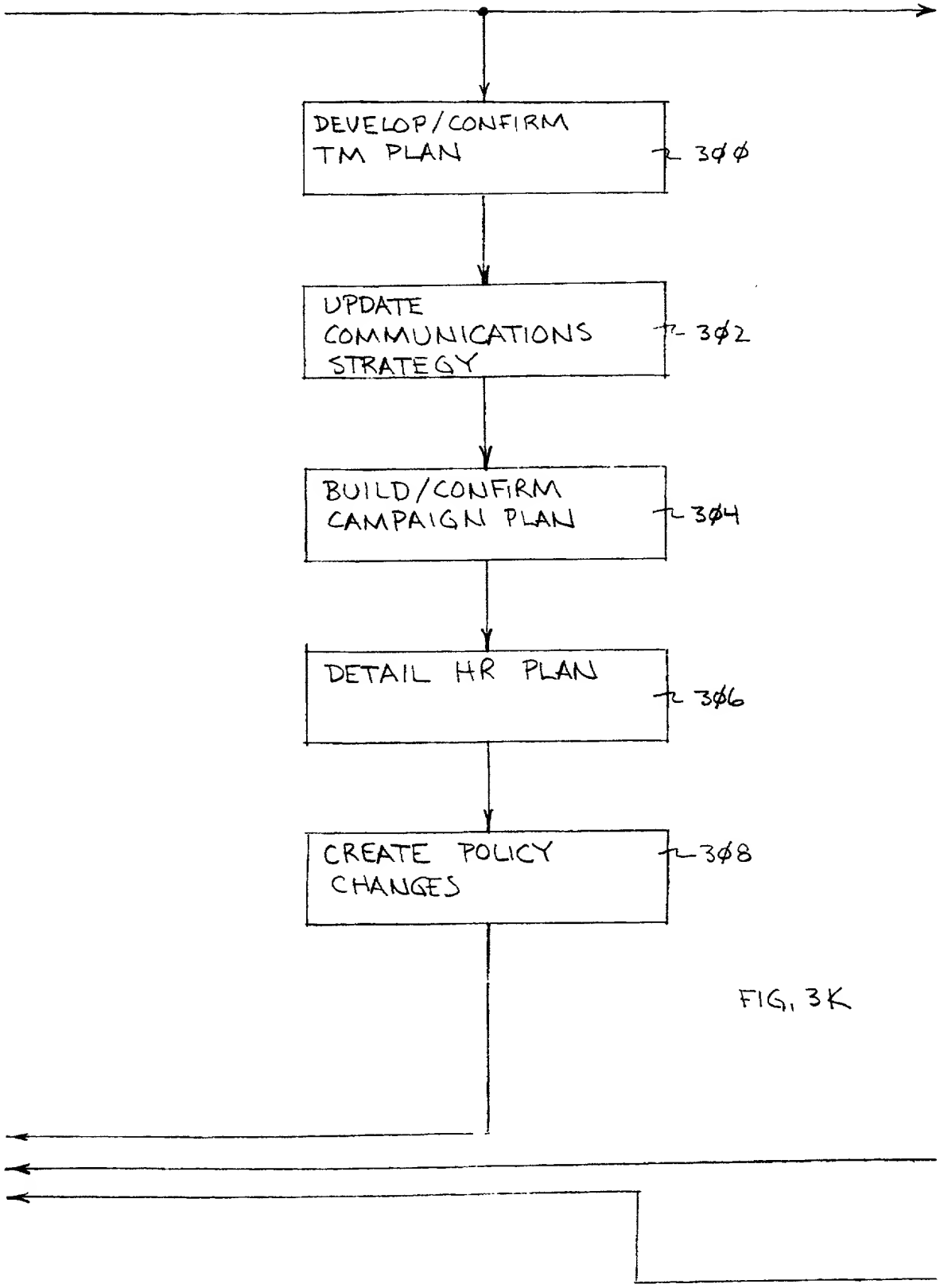
DEVELOP/CONFIRM TM PLAN
300
UPDATE COMMUNICATIONS STRATEGY
302
BUILD/CONFIRM CAMPAIGN PLAN
304
DETAIL HR PLAN
306
CREATE POLICY CHANGES
308

FIG. 3K

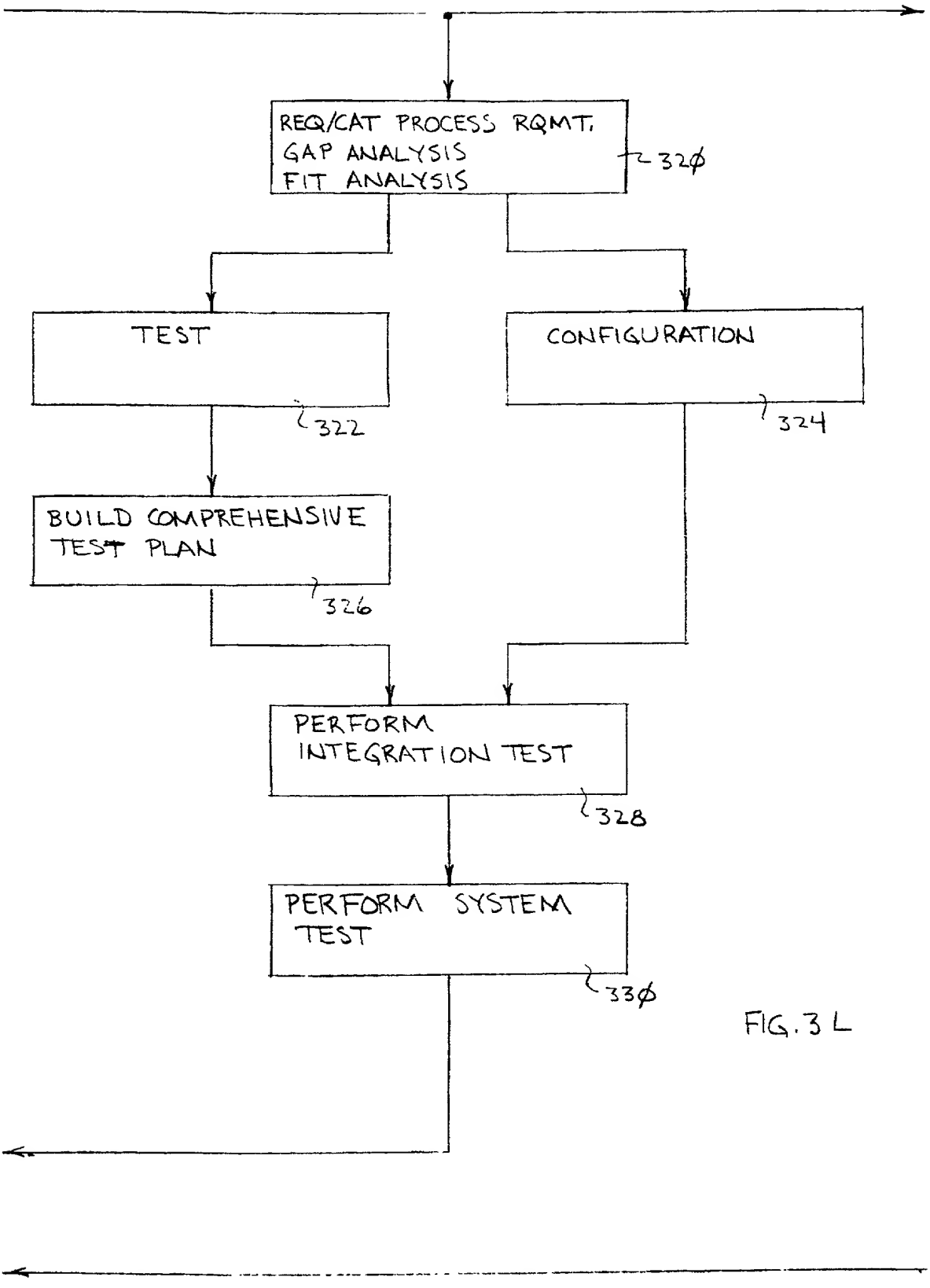
REQ/CAT PROCESS RQMT.
GAP ANALYSIS
FIT ANALYSIS
320
TEST
322
CONFIGURATION
324
BUILD COMPREHENSIVE TEST PLAN
326
PERFORM INTEGRATION TEST
328
PERFORM SYSTEM TEST
330

FIG. 3L

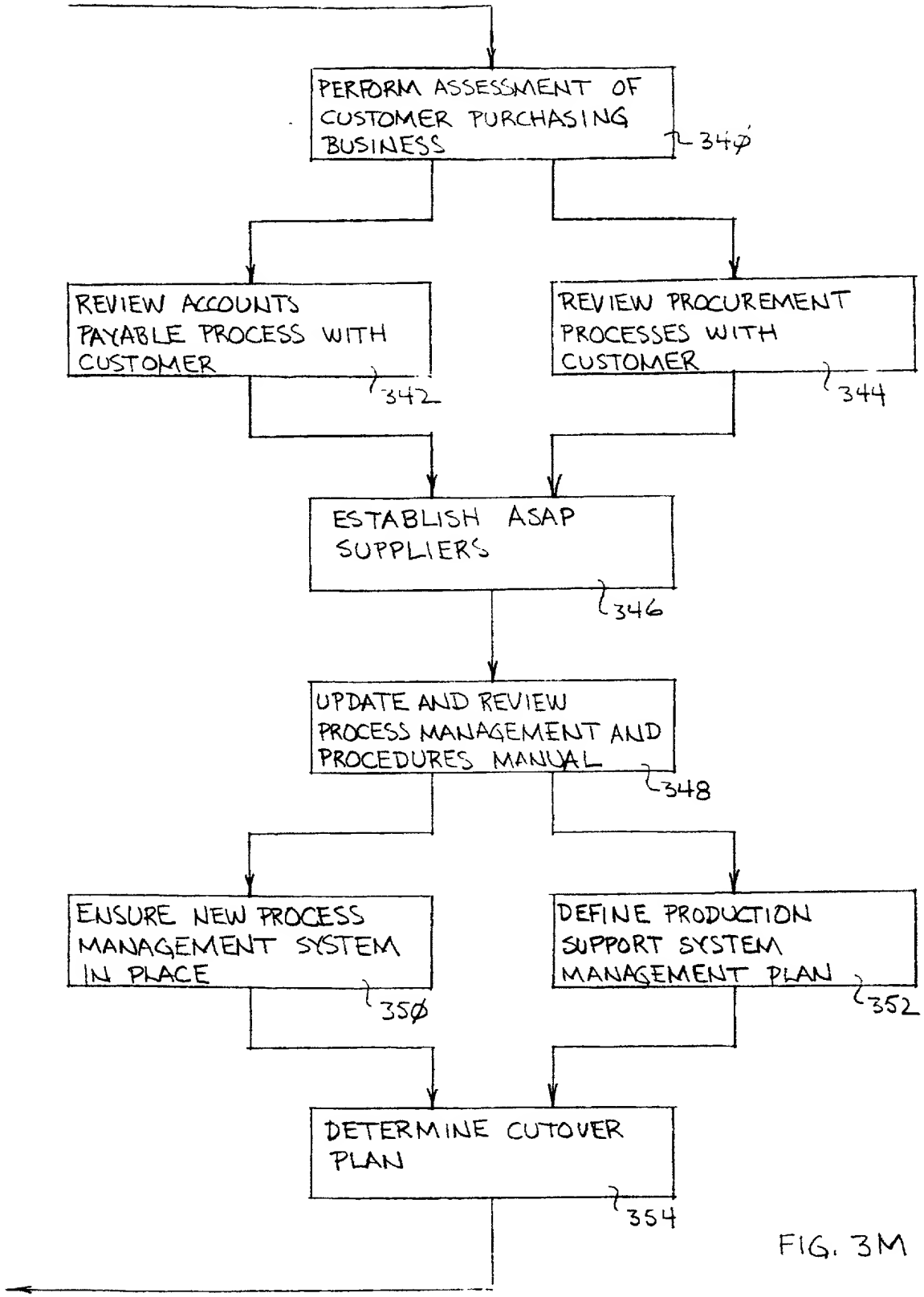
PERFORM ASSESSMENT OF CUSTOMER PURCHASING BUSINESS
340
REVIEW ACCOUNTS PAYABLE PROCESS WITH CUSTOMER
342
REVIEW PROCUREMENT PROCESSES WITH CUSTOMER
344
ESTABLISH ASAP SUPPLIERS
346
UPDATE AND REVIEW PROCESS MANAGEMENT AND PROCEDURES MANUAL
348
ENSURE NEW PROCESS MANAGEMENT SYSTEM IN PLACE
350
DEFINE PRODUCTION SUPPORT SYSTEM MANAGEMENT PLAN
352
DETERMINE CUTOVER PLAN
354

FIG. 3M

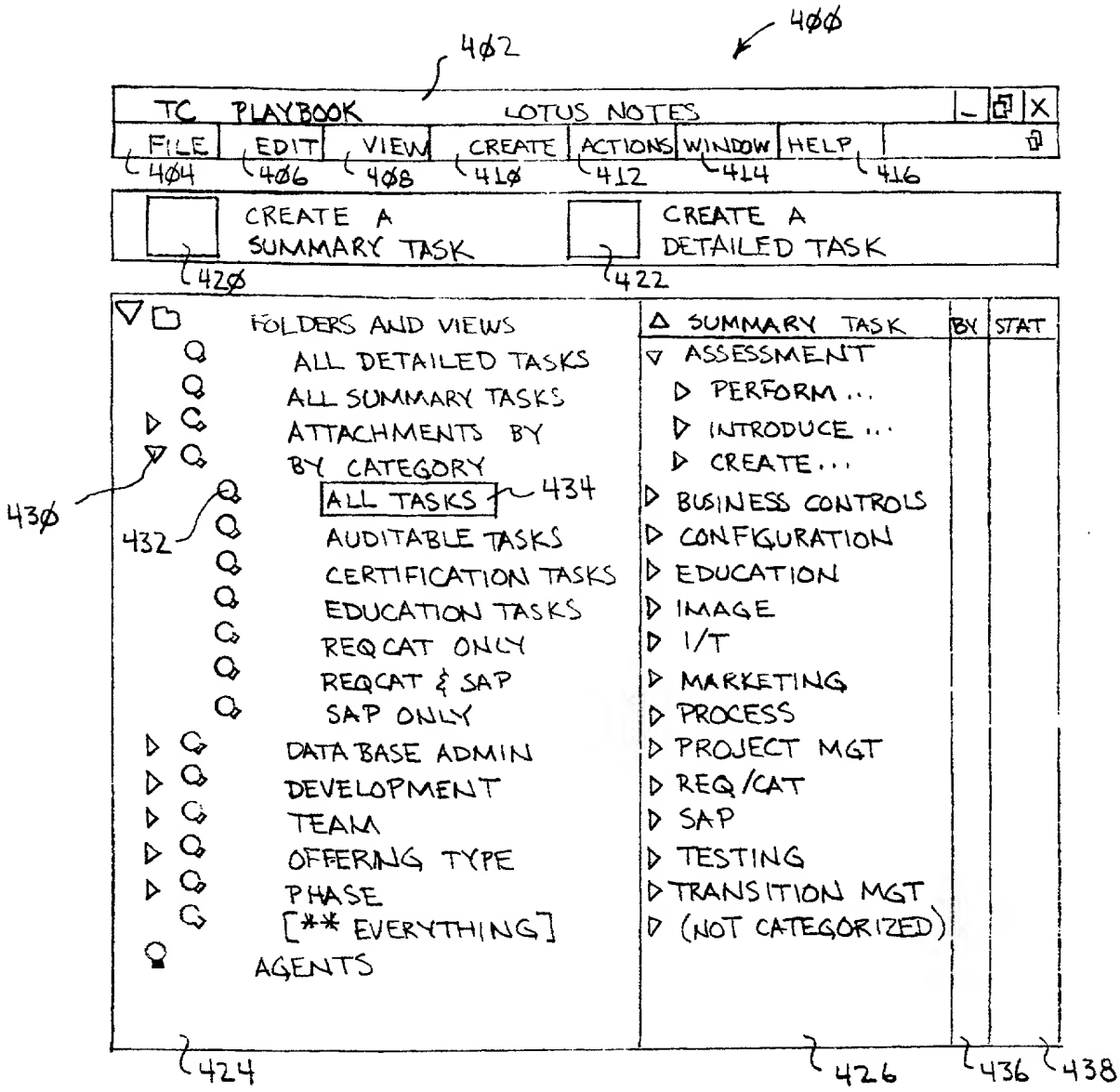
400
402
TC PLAYBOOK LOTUS NOTES
FILE
EDIT
VIEW
CREATE
ACTIONS
WINDOW
HELP
404
406
408
410
412
414
416
CREATE A SUMMARY TASK
CREATE A DETAILED TASK
420
422
FOLDERS AND VIEWS
ALL DETAILED TASKS
ALL SUMMARY TASKS
ATTACHMENTS BY
BY CATEGORY
ALL TASKS
AUDITABLE TASKS
CERTIFICATION TASKS
EDUCATION TASKS
REQ CAT ONLY
REQCAT & SAP
SAP ONLY
DATABASE ADMIN
DEVELOPMENT
TEAM
OFFERING TYPE
PHASE
[** EVERYTHING]
AGENTS
430
432
434
SUMMARY TASK
BY
STAT
ASSESSMENT
PERFORM...
INTRODUCE...
CREATE...
BUSINESS CONTROLS
CONFIGURATION
EDUCATION
IMAGE
I/T
MARKETING
PROCESS
PROJECT MGT
REQ/CAT
SAP
TESTING
TRANSITION MGT
(NOT CATEGORIZED)
424
426
436
438

FIG. 4

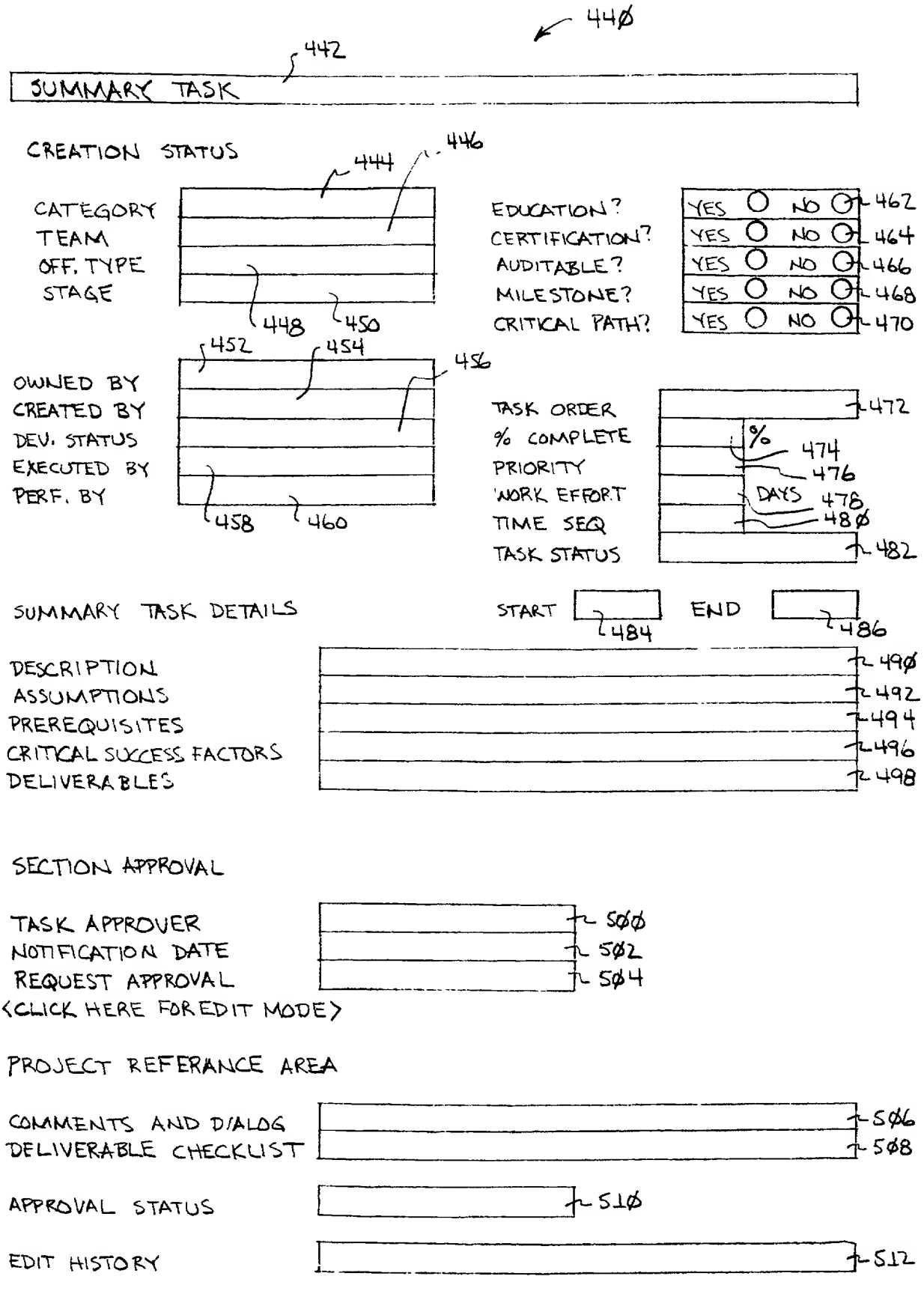
440
442
SUMMARY TASK
CREATION STATUS
444
446
CATEGORY
TEAM
OFF. TYPE
STAGE
448
450
EDUCATION?
CERTIFICATION?
AUDITABLE?
MILESTONE?
CRITICAL PATH?
YES NO
462
464
466
468
470
452
454
456
OWNED BY
CREATED BY
DEV. STATUS
EXECUTED BY
PERF. BY
458
460
TASK ORDER
% COMPLETE
PRIORITY
WORK EFFORT
TIME SEQ
TASK STATUS
%
DAYS
472
474
476
478
480
482
SUMMARY TASK DETAILS
START
END
484
486
DESCRIPTION
ASSUMPTIONS
PREREQUISITES
CRITICAL SUCCESS FACTORS
DELIVERABLES
490
492
494
496
498
SECTION APPROVAL
TASK APPROVER
NOTIFICATION DATE
REQUEST APPROVAL
500
502
504
<CLICK HERE FOR EDIT MODE>
PROJECT REFERANCE AREA
COMMENTS AND DIALOG
DELIVERABLE CHECKLIST
506
508
APPROVAL STATUS
510
EDIT HISTORY
512

FIG. 5

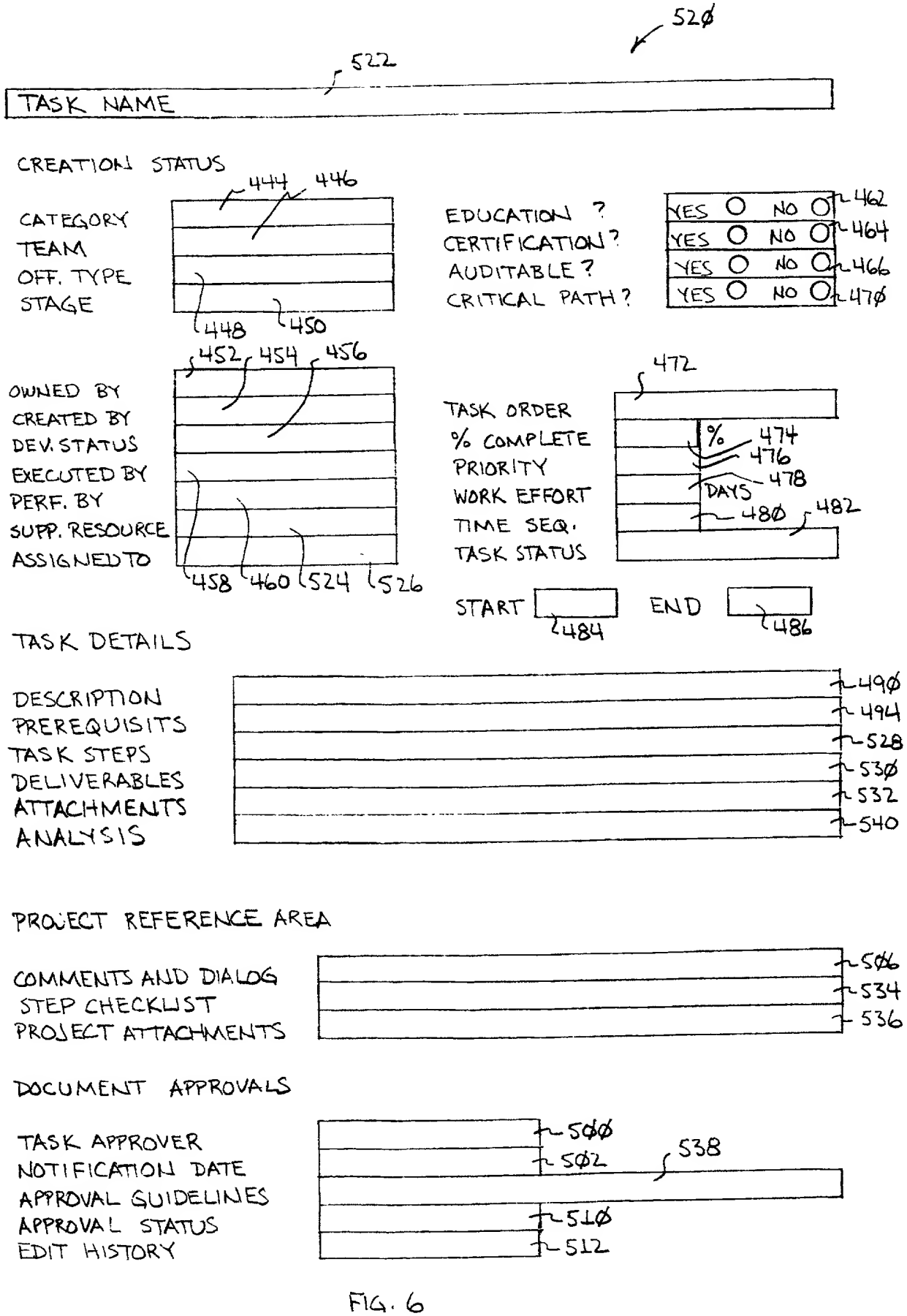
520
522
TASK NAME
CREATION STATUS
444
446
CATEGORY
TEAM
OFF. TYPE
STAGE
448
450
EDUCATION ?
CERTIFICATION?
AUDITABLE?
CRITICAL PATH?
YES O NO O
462
464
466
470
452
454
456
OWNED BY
CREATED BY
DEV. STATUS
EXECUTED BY
PERF. BY
SUPP. RESOURCE
ASSIGNED TO
458
460
524
526
472
TASK ORDER
% COMPLETE
PRIORITY
WORK EFFORT
TIME SEQ.
TASK STATUS
%
474
476
DAYS
478
480
482
START
484
END
486
TASK DETAILS
DESCRIPTION
PREREQUISITS
TASK STEPS
DELIVERABLES
ATTACHMENTS
ANALYSIS
490
494
528
530
532
540
PROJECT REFERENCE AREA
COMMENTS AND DIALOG
STEP CHECKLIST
PROJECT ATTACHMENTS
506
534
536
DOCUMENT APPROVALS
TASK APPROVER
NOTIFICATION DATE
APPROVAL GUIDELINES
APPROVAL STATUS
EDIT HISTORY
500
502
538
510
512

FIG. 6

Att. Docket No. **EN999116**

DECLARATION AND POWER OF ATTORNEY FOR PATENT APPLICATION

As a below named inventor, I hereby declare that:

My residence, post office address and citizenship are as stated below next to my name; I believe I am the original, first and sole inventor (if only one name is listed below) or an original, first and joint inventor (if plural names are listed below) of the subject matter which is claimed and for which a patent is sought on the invention entitled:

System and Method for Project Preparing a Procurement and Accounts Payable System

the specification of which (check one)

__X__ is attached hereto.

_____ was filed on _____ as Application Serial No. or PCAT International Application No. _____ and was amended on _____ (if applicable).

I hereby state that I have reviewed and understand the contents of the above-identified specification, including the claims, as amended by any amendment referred to above.

I acknowledge the duty to disclose information which is material to the patentability of this application in accordance with Title 37, Code of Federal Regulations, Section 1.56.

I hereby claim foreign priority benefits under Title 35, United States Code, Section 119(a)-(d) or Section 365(b) of any foreign application(s) for patent or inventor's certificate or Section 365(a) of any PCT International application which designated at least one country other than the United States, listed below and have also identified below any foreign application for patent or inventors certificate, or PCAT International application having a filing date before that of the application on which priority is claimed::

Prior Foreign Appplication(s):

Number	Country	Date/Month/Year	Priority Claimed

I hereby claim the benefit under 35 U.S.C. Section 119(e) of any United States provisional application(s) listed below.

Application Number	Filing Date

I hereby claim the benefit under Title 35, United States Code, section 120 of any United States application(s), or Section 365(c) of any PCT International application designating the United States, listed below and, insofar as the subject matter of each of the claims of this application is not disclosed in the prior United States or PCT International application in the manner provided by the first paragraph of 35 U.S.C. Section 112, I acknowledge the duty to disclose information material to patentability of this application as defined in 37 CFR Section 1.56 which became available between the filing date of the prior application and the national or PCT International filing date of this application:

Prior U.S. Applications:

Serial No.	Filing Date	Status (patented, pending, abandoned)

As a named inventor, I hereby appoint the following attorneys and/or agents to prosecute this application and transact all business in the Patent and Trademark Office connected therewith: David L. Adour, Reg. No. 29,604; Lawrence R. Fraley, Reg. No. 26,885; John R. Pivnichny, Reg. No. 43,001; Arthur J. Samodovitz, Reg. No. 31,297; William H. Steinberg, Reg. No. 28,540; Christopher A. Hughes, Reg. No. 26,914; Edward A. Pennington, Reg. No. 32,588; John H. Hoel, Reg. No. 26,279; Joseph C. Redmond, Jr., Reg. No. 18,753; and Shelley M Beckstrand, Reg. No. 24,886.

Send all correspondence to: Shelley M Beckstrand, P.C.
Attorney at Law
314 Main Street
Owego, NY 13827

Direct telephone calls to: (607) 687-9913 [alt: (607) 755-3268]

I hereby declare that all statements made herein of my own knowledge are true and that all statements made on information and belief are believed to be true; and further that these statements were made with the knowledge that willful false statements and the like so made are punishable by fine or imprisonment, or both, under Section 1001 of Title 18 of the United States Code and that such willful false statements may jeopardize the validity of the application or any patent issued thereon.

(1) Inventor: Ray F. Barnard
Signature: _____ Date: 11/19/99
Residence: 30 Pembroke Dr., Endicott, NY 13760
Citizenship: USA
Post Office Address: Same as Residence

(2) Inventor: Carl S. Baumann
Signature: _____ Date: 11/17/99
Residence: 4213 Woods Road, Vestal, NY 13850
Citizenship: USA
Post Office Address: Same as Residence

(3) Inventor: Philip J. Cirulli
Signature: _____ Date: 11/17/99
Residence: 11 Nottingham Dr., Endicott, NY 13760
Citizenship: USA
Post Office Address: Same as Residence

(4) Inventor: Kerin J. Flannery
Signature: _____ Date: 11/17/99
Residence: 34 ~~14~~ Lewis St., ~~Maine, NY 13802~~ ENDICOTT, NY, 13760
Citizenship: USA
Post Office Address: Same as Residence

(5) Inventor: Carl J. Lanuti

Signature: _____ Date: 11/17/99

Residence: 708 Monterey Dr., Endwell, NY 13760
Citizenship: USA
Post Office Address: Same as Residence

(6) Inventor: John I. Munson

Signature: _____ Date: 11/18/99

Residence: 1267 Chase Court, Binghamton, NY 13901
Citizenship: USA
Post Office Address: Same as Residence

(7) Inventor: Karl J. Ritch

Signature: _____ Date: 11/18/99

Residence: 1321 Glenwood Road, Vestal, NY 13850
Citizenship: USA
Post Office Address: Same as Residence